Cariaga, Flordeliza (INFC)

From:	Tippins, Shawn (INFC)
Sent:	January 4, 2019 5:30 PM
To:	Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)
Cc:	Ladouceur3, Natalie (INFC)
Subject:	KMs - weekly call with WT - Jan 7, 2019
Attachments:	KMs - weekly call with WT - Jan 7, 2019.docx

Tracking:

Recipient	Delivery
Campbell, Glenn (INFC)	Delivered: 2019-01-05 4:06 PM
Faraday-Smith, Nancy (INFC)	Delivered: 2019-01-05 4:06 PM
Ladouceur3, Natalie (INFC)	Delivered: 2019-01-05 4:06 PM

Hi Glenn –

There's a weekly call with Meg on the calendar for Monday. We've reached-out to WT to see if the call is on, but did not hear back. It's possible WT may still be closed for the holidays, and therefore not be in a position to hit the ground running on Monday. In case the call does go ahead on Monday as scheduled, however, please find attached some notes to help guide the discussion.

Have a great weekend, ST.

G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\ADM calls and meetings\KMs - weekly call with WT - Jan 7, 2019.docx

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

WEEKLY CALL WITH WATERFRONT TORONTO
KEY POINTS
Monday, January 7, 2019

Nov-December re-cap

- 2019 ended in a busy way. To re-cap, since the Nov 13th IGSC we saw:
    - The first Civic Lab event was held on Nov 23rd,
    - MaRS conducted its digital trust workshop on Nov 27th,
    - the Flood Protection Project had its groundbreaking ceremony on Nov 28th,
    - The OAG released its value-for-money audit of the corporation on Dec 5th
    - The Board adopted the 5-year Strategic Plan on Dec 6th
    - The Province acted on making changes to the Board on Dec 7th
    - The 4th Public Roundtable on Quayside was held with Sidewalk, on Dec 8th
    - Together with MOI and the City we held our first deep-dive with you and Sidewalk reps on Dec 10th to look more closely at what at Sidewalk proposals in the MIDP Mobility and Sustainability Pillars, and
    - The DSAP continued its work – meeting again on Dec 13th to look critically at some of the innovations SWL is prototyping for Quayside

AG Report

- Both the report and the official responses to it have been in the public domain for about a month now. [redacted]

- Are you establishing a work plan to deal with any specifics arising from recommendations that were aimed at the Corporation?

[redacted]

MIDP timeline and next Deep Dive

- I appreciated the meeting we had on Dec 10th, where we looked more closely at the MIDP's Mobility and Sustainability proposals. I look to meeting again on Jan 15th. Which Pillar areas we will be looking at when we meet?

- Where does the timeline for delivering a complete draft MIDP currently stand?

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[redacted]

Upcoming SWL / WT meetings with Senior officials

- Deputy Minister Kelly Gillis will have a call with Micah Lasher on January 16th. This is the call that was supposed to take place prior to the holidays but was postponed due to schedules.

[redacted]

- Kelly's office is also arranging to meet one-on-one with federally-appointed board members in Toronto the week of January 14th. A meeting is confirmed with Jeanny Shimh on January 18th.

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MIDP "Summit"

[redacted]

Next Civic Lab and MaRS Data Trust Primer document

- Do we have a date for next Civic Lab? I recall we were looking at sometime between Jan 21 -25 to hold the next one.
- What will be the focus of the next Lab? Intellectual property? Data monetization? Civic data trusts? Digital justice? It's important that we know so that we can line-up the right representation from our side.
- We haven't yet seen the MaRS Primer on data trusts. [redacted]

DSAP January 17th

- How did you find the DSAP meeting that took place on Dec 13th? We saw that Sidewalk presented a data use case that it has field-tested as well as future data use cases for illustrative proposes. [redacted] I further understand that Sidewalk tabled a number of detailed responses to written questions that had provided in advance by panel members.

[redacted]

- What will be the focus when DSAP again meets on Jan 17th?

Communications Strategy Update

[redacted]

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ATIA - 19(1)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[redacted]@waterfrontoronto.ca>
Sent: January 11, 2019 10:54 AM
To: Faraday-Smith, Nancy (INFC)
Subject: Tuesday

Further to our call this morning can you also check with your Ministers office [redacted]

Thanks. .
Ed

Get Outlook for Android

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Cariaga, Flordeliza (INFC)

From:	Tippins, Shawn (INFC)
Sent:	January 11, 2019 1:49 PM
To:	Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC)
Cc:	Logue, Joelle (INFC); Boudreau, Marcia (INFC); Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)
Subject:	WebCIMS 49455: DM meetings with WT federal Board members
Attachments:	Revised 49455 - SN meeting with federal WT Board members.doc
Importance:	High

Tracking:

Recipient	Delivery
Ladouceur3, Natalie (INFC)	Delivered: 2019-01-11 1:50 PM
Zewede, Heywet (INFC)	Delivered: 2019-01-11 1:50 PM
Logue, Joelle (INFC)	Delivered: 2019-01-11 1:50 PM
Boudreau, Marcia (INFC)	Delivered: 2019-01-11 1:50 PM
Faraday-Smith, Nancy (INFC)	Delivered: 2019-01-11 1:50 PM
Campbell, Glenn (INFC)	Delivered: 2019-01-11 1:50 PM

Hi – I understand Nancy has brought up to ADMO a revised hardcopy of this docket based on comments provided by Glenn yesterday. Please find the revised SN attached and the complete package in the following link. Note this is still due to DMO by 4pm today for the DM's weekend reading package. Thx, ST.

G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Memos\49455 - DM meetings WT Board Dirs

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Infrastructure Canada

UNCLASSIFIED

SCENARIO NOTE TO THE DEPUTY MINISTER

MEETINGS BETWEEN DEPUTY MINISTER OF INFRASTRUCTURE AND COMMUNITIES AND FEDERAL APPOINTEES TO WATERFRONT TORONTO'S BOARD OF DIRECTORS

MEETING DETAILS

Ms. Janet Rieksts-Alderman

- **DATE/TIME**: Thursday, January 17th, 2019, at 1:00 p.m. (lunch meeting)
- **LOCATION**: Tractor, 151 Yonge Street

Ms. Jeanhy Shim

- **DATE/TIME**: Friday, January 18th, 2019, 9:00 to 10:00 a.m.
- **LOCATION**: The Spoke Club, 600 King St West, 4th floor

Mr. Mazyar Mortazavi

- **DATE/TIME**: Friday, January 18th, 2019, 11:30 to 12:30 p.m.
- **LOCATION**: The Soho House, 192 Adelaide Street West

Biographies of these federal board members are provided under **Annex A**.

PURPOSE

- To provide further context for your continued role as Chair of the Inter-Governmental Steering Committee (IGSC), these meetings provide an opportunity to exchange updates and views on Waterfront Toronto priorities as the New Year begins. [redacted]

HIGHLIGHTS/KEY CONSIDERATIONS

- Waterfront Toronto is a not-for-profit entity with an independent Board of Directors established under provincial legislation in 2001. The three orders of government each appoint four representatives to the Waterfront board. This group is independently responsible for overseeing the operations of the corporation, including the hiring of management and staff and delivering on development projects.

- A December 5, 2018 Ontario Auditor General value-for-money audit of Waterfront Toronto made several recommendations, including with respect to improving project management and government oversight of the corporation.

- Also in December 2018, Waterfront Toronto released its rolling 5-year Strategic Business Plan – endorsed by the Board of Directors – that covers the Corporation's

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objectives and plans to enhance the economic, social and cultural value of the land in the designated waterfront area.

- Key among the initiatives highlighted in the Plan is the Port Lands Flood Protection (PLFP) project which had its official groundbreaking ceremony in November 2018 (with INFC Minister Champagne in attendance). The PLFP project is expected to unlock 880 acres of waterfront land for future growth and development.

- Another important initiative underway by Waterfront Toronto is its partnership with Sidewalk Labs to develop a proposal for the creation a "smart community" within the Quayside acreage. Waterfront Toronto has pulled together experts under a Digital Strategy Advisory Panel (DSAP) to develop, with public input, key principles to guide any proposals around data collection, privacy and governance at Quayside. Waterfront and Sidewalk have also been undertaking broader public engagement on other aspects of the Quayside proposal, such as affordable housing and transportation.

- With the 5-year Plan and the Ontario Auditor General's report in mind, you may wish to hear from the federally-appointed Board members on how they see priorities unfolding for major projects, like Port Lands Flood Protection and Quayside, as well as institutional activities more generally – such as public engagement on key issues.

- One of your responsibilities as Chair of the IGSC is to support good governance of Waterfront Toronto through the intergovernmental management and coordination of matters related to the Toronto Waterfront Revitalization Initiative. You may wish to ask how the IGSC, as a coordinating body among governments, can further advance good governance objectives.

- With the recent departure of provincially-appointed board members, you may also wish to emphasize stability and continuity in the stewardship of the corporation and Board activities while new provincial appointments to the Board are pending.

KEY BACKGROUND

The following summarizes the formal roles of the members you are meeting with:

- **Janet Rieksts-Alderman** [redacted] has stepped into the role of interim Board Chair following the departure of Helen Burstyn in early December. She also chairs the *Finance, Audit and Risk Management (FARM) Committee* that which includes overseeing the Port Lands Flood Protection Project; the *Chairs' Committee* that deals with HR management, governance, and government relations; and co-chairs the *ad-hoc CEO Search Committee* along with City-appointed member Susie Henderson.

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- **Mazyar Mortazavi** [redacted] co-chairs along with Susie Henderson the *Investment, Real-Estate, and Quayside (IREQ) Committee* which includes oversight of the completion of the Master Innovation and Development Plan (MIDP) for Quayside. Mortazavi is also the Board liaison to WT's Design Review Panel.

- **Jeanhy Shim** [redacted] participates on various Board committees as well as at many Waterfront Toronto-related events outside of regular Board meetings. This has included several recent public engagement events organized by both Waterfront Toronto and Sidewalk Labs on Quayside like the November 23rd Civic Lab on data governance and the December 8th Public Roundtable.

PROPOSED TALKING POINTS/PROPOSED QUESTIONS

General / Introductory

- We recognize the important work Waterfront is doing on important and complex files. In my role as IGSC Chair I am interested in ensuring that the three levels government coordinate their activities in a way that respects a strong bond between the Board and Waterfront management and that encourages good governance.

- I would welcome your views on how the IGSC, as an officials-level coordinating mechanism among the three orders of government, can help to foster these objectives.

Ontario AG Report

- The Ontario Auditor general's report sets out a number of recommendations. How would you prioritize the issues to be addressed going forward?

Port Lands

- I was pleased to see the Port Lands Flood Protection Project officially break ground in November. Through this project there are important investments that will unlock significant development opportunities for that area of the Toronto waterfront.

[redacted]

Quayside

- Quayside represents and innovative partnership between Waterfront Toronto and Sidewalk Labs.

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- We look forward to the views of the Digital Strategy Advisory Panel and further public engagement on this file, and seeing how this is incorporated into the Master Innovation and Development Plan (MIDP).

[redacted]

Waterfront Toronto oversight and resourcing

- I understand that the province is looking to fill the current provincial vacancies on the Board and that Janet Rieksts-Alderman has stepped into the role of interim Board Chair.

- While the provincial appointments are pending, I understand there are sufficient Board members and quorum for the institution to carry on its work at a key time.

- In light of the direction set out by the Five-year Strategic Plan, how can the corporation ensure it has appropriate resources, expert staff, development and good governance to meet its mandate over time?

- As part of this, how do you see the process to recruit and hire a CEO unfolding?

- More generally, I would welcome any other views you would like to share, including how governments can provide coordinated support for Waterfront and the Board, while respecting the arms-length nature of the relationship.

Attachments:

Annex A – Biographies:
- Janet Rieksts-Alderman
- Mazyar Mortazavi
- Jeanhy Shim

Annex B – INFC summary of the Ontario Auditor General report

Annex C – 5-Year Corporate Plan

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ATIA - 16(2)
ATIA - 19(1)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 14, 2019 10:02 PM
To: Campbell, Glenn (INFC); Ladouceur3, Natalie (INFC)
Cc: Tippins, Shawn (INFC)
Subject: Re: Do you want call with Waterfront at 1:00 to be rescheduled?

Natalie was working to connect our IT and WT technician so they can set up a dry run tomorrow first thing. Unfortunately they hadn't connected by c.o.b. but fingers crossed for the morning.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Monday, January 14, 2019 9:53 PM
To: Faraday-Smith, Nancy (INFC); Ladouceur3, Natalie (INFC)
Cc: Tippins, Shawn (INFC)
Subject: Re: Do you want call with Waterfront at 1:00 to be rescheduled?

[redacted]

Is everything set technically for call in morning?

[redacted]

Glenn Campbell
[redacted]
613 941 0722 (w)

From: Faraday-Smith, Nancy (INFC)
Sent: Monday, January 14, 2019 9:46 PM
To: Campbell, Glenn (INFC); Ladouceur3, Natalie (INFC)
Cc: Tippins, Shawn (INFC)
Subject: Re: Do you want call with Waterfront at 1:00 to be rescheduled?

I don't have my notes in front of me but can tell you that it was a very short call. [redacted] Ed, Kristina, Shawn and I rehashed what Ed and I had already covered during our pre-call on Friday. This was the basis for the email intel and prompts that I had sent you earlier.

[redacted]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Monday, January 14, 2019 9:23 PM
To: Faraday-Smith, Nancy (INFC); Ladouceur3, Natalie (INFC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Do you want call with Waterfront at 1:00 to be rescheduled?

Is there a debrief from call today?

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ATIA - 16(2)
ATIA - 21(1)(a)
ATIA - 21(1)(b)

From: Faraday-Smith, Nancy (INFC)
Sent: January 14, 2019 11:33 AM
To: Campbell, Glenn (INFC) ; Ladouceur3, Natalie (INFC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Do you want call with Waterfront at 1:00 to be rescheduled?

Will do. Some thoughts in advance of the call with WT:

MIDP briefing tomorrow

- I'll ask WT for a preview of the session and ask if any materials will be shared in advance
- I'll also ask what's on deck for the next briefing and when this is expected to take place

[redacted]

Timeline for Government Review of Draft MIDP

- SWL is proposing that the draft MIDP be publicly released shortly after it is provided to governments, essentially meaning concurrent review by the public and governments

[redacted]

DSAP meeting – January 17th

- Of note, the DSAP has extended its meeting times to 4 hours. [redacted]

From: Campbell, Glenn (INFC)
Sent: January 14, 2019 11:25 AM
To: Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Re: Do you want call with Waterfront at 1:00 to be rescheduled?

Nancy and Shawn should proceed, focus on teeing up tomorrow

[redacted]

Glenn Campbell

[redacted]

613 941 0722 (w)

From: Ladouceur3, Natalie (INFC)
Sent: Monday, January 14, 2019 10:24 AM
To: Campbell, Glenn (INFC)
Subject: Do you want call with Waterfront at 1:00 to be rescheduled?

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 14, 2019 1:22 PM
To: Ladouceur3, Natalie (INFC); Edward Chalupka
Cc: Zewede, Heywet (INFC)
Subject: RE: CONFIRMED: Quayside MIDP Briefing with ADMs - Session #2

Hi Natalie,

In advance of the video conference that we have with WT tomorrow, by copy of this message I'm looping in Ed Chalupka who has suggested we connect our technician with theirs and arrange a dry connectivity run before the meeting takes place.

If helpful for advising our IT folks, the technology platform is Google Meets.

Thanks,
Nancy

From: Ladouceur3, Natalie (INFC)
Sent: January 11, 2019 11:33 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>
Subject: RE: CONFIRMED: Quayside MIDP Briefing with ADMs - Session #2

I've booked 10-042. Will connect with technician for videoconference as I've never done it.

Natalie

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ATIA - 19(1) | ATIA - 20(1)(b)
ATIA - 20(1)(c)
ATIA - 20(1)(d)

Cariaga, Flordeliza (INFC)

From: Edward Chalupka [redacted]@waterfrontoronto.ca>
Sent: January 15, 2019 9:38 AM
To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Subject: FW: Materials for today
Attachments: MIDP Development Schedule Jan 15-19.pdf; AGM Briefing on Buildings MIDP Chapter.pdf; ADM Briefing on Housing Affordability MIDP Chapter Jan 15, 2019.pdf

Resending without the SWL deck as it was too large (30MB) and bounced back. Will try and figure out a way to send that you – hopefully I can compress it.

From: Edward Chalupka
Sent: Tuesday, January 15, 2019 9:33 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; 'Campbell, Glenn (INFC)' <glenn.campbell@canada.ca>
Subject: Materials for today

Nancy – given your system won't allow you to hook into Google meet we will have to do this the more traditional way and send out copies of the presentation. You will have to follow along manually.

Attached are the materials for today including :

- Timeline for the in camera session

[redacted]

- SWL deck combined A.H. and Buildings.

Feel free to give me a call if you have any questions.

[redacted] Leslie Gash will be chairing the meeting.

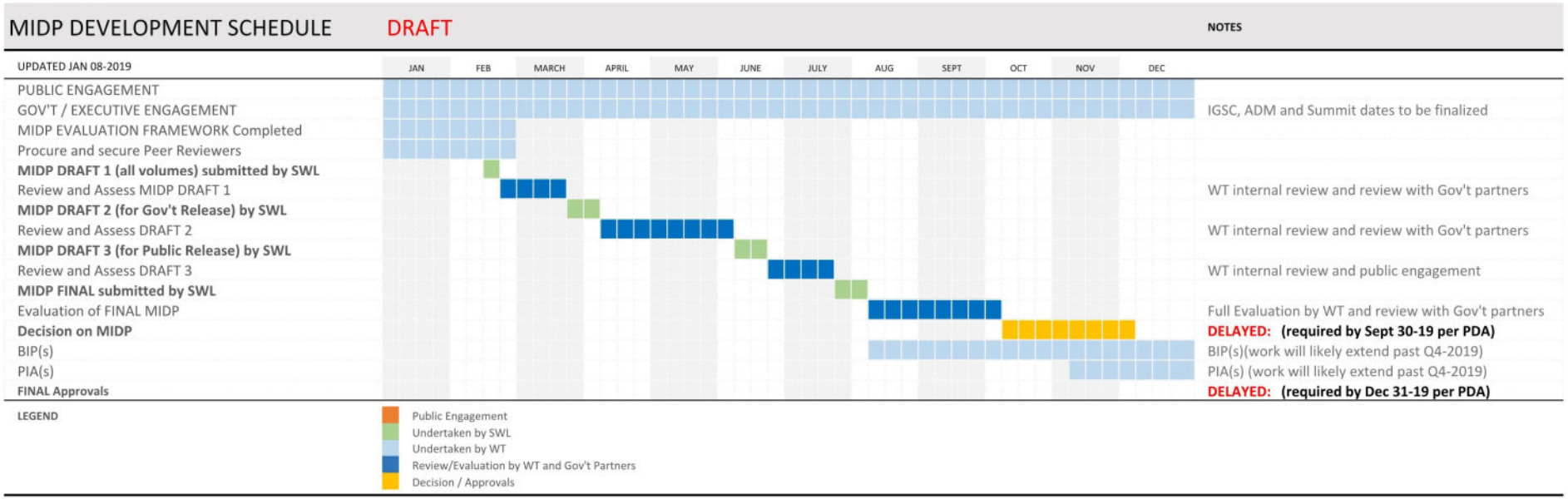
Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca

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MIDP DEVELOPMENT SCHEDULE DRAFT



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Pages 16 to 31
is withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act*

****

Les pages 16 to 31
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information

ATIA - 19(1)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 15, 2019 4:56 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Hobbs, Joshua (INFC)
Subject: FW: FOR APPROVAL Globe and Mail comment request

Importance: High

Glenn,

See below FYI – [redacted] a G&M reporter, will be filing his story tonight re: the Doctoroff dinner meeting held at ISED last fall (you may recall I shared a media inquiry that had been submitted to ISED last week). Below in highlight is WT's statement, which the reporter requested and which WT has already submitted.

[redacted] Just flagging, as statement has already gone to G&M.

Nancy

From: Edward Chalupka [mailto[redacted]@waterfrontoronto.ca]
Sent: January 15, 2019 4:16 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>
Cc: Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Cameron MacKay <CMacKay@waterfrontoronto.ca>
Subject: FW: FOR APPROVAL Globe and Mail comment request

Hello –

A quick heads up that we received a request for comment this afternoon [redacted] from the Globe and Mail. He is doing a story on the dinner that was held in Ottawa on Oct. 25 between Sidewalk Labs representatives, including Dan Doctoroff, and a number of senior deputy ministers, including Matthew Mendelsohn, a deputy secretary to Cabinet with the Privy Council Office who oversees the effectiveness of federal departments, as well as Paul Thompson, an associate deputy minister with Innovation, Science and Economic Development Canada. Your Deputy was also at the dinner, I believe.

While the meeting was listed in the lobbyist registry, he received a received a memo via an ATIP request that the federal government wanted to use the meeting to address concerns about IP ownership with the project, ensuring that Canadians received fair benefits from what was generated.

He has spoken with Sidewalk and reached out to the two federal departments that co-hosted the meeting. The story, we are told, is about the interaction between government and Sidewalk and new details about "Ottawa's concerns" as he puts it. The article should not infer any ill will on anyone's part as it is fully registered on the lobbyist registry. He is looking for a comment from WT.

He is going to file the story later this evening.

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ATIA - 19(1)

We have provided him with the following statement:

The Plan Development Agreement established a Public and Government Relations protocols to help ensure transparent communications, and as result Waterfront Toronto was made aware of Sidewalk Lab's meeting with federal officials.

Waterfront Toronto itself has long maintained open and ongoing communications with our government partners, in order to better serve the public. All three levels of government have also participated in our Intergovernmental Steering Committee, Civic Labs, and Round Table sessions to keep up to date and provide input to the Quayside project.

Thanks
Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca



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Cariaga, Flordeliza (INFC)

From: Sidewalk Toronto <hello@sidewalktoronto.ca>
Sent: January 16, 2019 4:15 PM
To: Tippins, Shawn (INFC)
Subject: Your feedback from the last roundtable. Plus, plows and pavers at 307.

View this email in your browser

Roundtable Summary Report

On December 8, 2018, approximately 500 people attended the fourth public roundtable meeting on the Quayside project. This full day meeting was designed to inform the planning process for Sidewalk Labs' draft Master Innovation and Development Plan. Participants provided feedback specifically around: the draft Quayside site plan and transportation; social infrastructure and housing affordability; digital governance; and sustainability.

The key themes that emerged from the meeting's conversations have been outlined in the Summary Report, which you can now read here. You can also download the raw feedback data and survey results from the documents of the Sidewalk Toronto website.

(Image: David Pike)

Autonomous Snowplow Competition

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The Institute of Navigation (ION) is hosting the 9th Annual Autonomous Snowplow Competition at 307, the Sidewalk Labs workspace in Toronto! Teams design snowplows that autonomously remove snow from predefined paths. This year there are eight teams comprised of students from U.S. colleges and universities excited to display their hard work to the people of Toronto.

The public is encouraged to come on Thursday January 24th to see the vehicles and meet the student engineers and developers. Saturday January 26th is competition day, when the students will demonstrate the capabilities of their autonomous vehicles and all the hard work they have put into development over the past six months. Join to cheer on your favourite robotic plow!

ION is also looking for volunteers to assist with the competition — please email Lina Gutzkow of ASTER Labs for more information.

(Image: Christine Altehofen-Sonner)

Recap of Aging Housing Workshop

Last month, Sidewalk Labs and SE Health held a hands-on workshop at 307, “Re-imagining Homes for Seniors,” designed to explore what Toronto-based seniors are looking for with regards to housing, care, and community. We heard a strong desire for communities that allow seniors to age in place, as independently as possible. Part of Sidewalk Labs' ongoing collaboration with SE Health's Futures Team, this participatory workshop will inform the housing models presented in the Master Innovation and Development Plan. For greater insight into the workshop, participant Doug Tindal has a great report on his blog (Wine on the Porch).

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(Image: David Pike)

307: Open Hours + New Paver Prototype

The 307 team has updated the Open Hours calendar for 2019. 307 will be open Sundays from 11AM to 5PM. We hope to see you there! More details here.

The team has also started installing a “street of the future” prototype: a series of removable, modular, flexible concrete pavers that can be reconfigured or lit up differently at various times. For example, after rush hour, it could be a traffic lane, while on the weekend, a farmer’s market. The pavers will be open to the public in February — come to 307 to learn more!

(Image: Dasola Dina)

In case you missed it, you can find our full public engagement plan here.
The neighbourhood of the future begins with you.

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Our mailing address is:
Sidewalk Toronto
307 Lake Shore Blvd. East
Toronto, ON M5A 1C1
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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 17, 2019 3:24 PM
To: Tippins, Shawn (INFC)
Subject: Fw: Toronto Waterfront - presentation to DMC Jan 23

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Thursday, January 17, 2019 3:13 PM
To: Ladouceur3, Natalie (INFC)
Cc: Faraday-Smith, Nancy (INFC); Mitchell2, Lisa (INFC); Boudreau, Marcia (INFC)
Subject: Fw: Toronto Waterfront - presentation to DMC Jan 23

Just getting to this [redacted] Needs some work.
Not unexpected just no one here so I can try adjust later when I return.
But team is in TO today so likely won't be before tomorrow. Will get the CIB deck done today for monthly forum.

[redacted]

Glenn Campbell
[redacted]
613 941 0722 (w)

From: Campbell, Glenn (INFC)
Sent: Thursday, January 17, 2019 12:44 PM
To: Campbell, Glenn (INFC)
Subject: FW: Toronto Waterfront - presentation to DMC Jan 23

From: Faraday-Smith, Nancy (INFC)
Sent: January 17, 2019 10:50 AM

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ATIA - 16(2)
ATIA - 21(1)(b)

To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC) ; Boudreau, Marcia (INFC) ; Ladouceur3, Natalie (INFC) ; Zewede, Heywet (INFC)
Subject: RE: Toronto Waterfront - presentation to DMC Jan 23

Hi Glenn,
For your review, attached is a draft deck proposed for presentation at DMC on Jan 23rd. It's also saved here: G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\TWRI Placemat
Corp Sec is asking for this by noon today but, if you wish, I can advise that it's still forthcoming.
Natalie: as we're not in the office today, neither Shawn nor I can bring a hard copy to ADMO. Grateful if you could print.
Many thanks.
Nancy

From: Campbell, Glenn (INFC)
Sent: January 14, 2019 1:02 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Fw: Toronto Waterfront - presentation to DMC Jan 23

[redacted]

Need just a few slides to frame our role and issues, and tee up implications for MIDP
This would be timely for that process
Glenn Campbell
[redacted]
613 941 0722 (w)

From: Corporate Sec / Sec Ministériel (INFC) <infc.corporatesec-secministeriel.infc@canada.ca>
Sent: Monday, January 14, 2019 12:44 PM
To: INFC.O IPI.admo-BSMA.IPI O.INFC
Cc: Corporate Sec / Sec Ministériel (INFC)
Subject: FW: Toronto Waterfront - presentation to DMC Jan 23

Hi there,
I would like to follow-up on the exchange below that Toronto Waterfront will be presented to DMC on January 23.
Would it be possible to confirm and advise on the details below?
Purpose/Takeaway of Presentation:
Any relevant internal/external timelines:
Presenter:
Time required:
Supporting Material:
I would like to note that supporting materials are to be provided to the Corporate Secretariat **by noon on Thursday, January 17** and materials must be ADM-approved. Please advise if you expect any delays.
Many thanks and please don't hesitate to let me know if you have any questions/concerns.
Charlotte Combariza-Vallejo
Issues Officer, Corporate Secretariat
Infrastructure Canada / Government of Canada
Charlotte.Combariza-Vallejo@canada.ca / Tel: 343-550-5737
Agente chargée des questions, Secrétariat ministériel
Infrastructure Canada / Gouvernement du Canada
Charlotte.Combariza-Vallejo@canada.ca / Tél : 343-550-5737

From: Campbell, Glenn (INFC)
Sent: January 7, 2019 4:00 PM
To: Douglas, Caroline (INFC) <caroline.douglas@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Subject: Re: Toronto Waterfront - presentation to DMC

I think we can do that, although the wording below doesn't work anymore

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We can focus on WF - Quayside project with Sidewalk Labs?
Glenn Campbell
[redacted]
613 941 0722 (w)

From: Douglas, Caroline (INFC)
Sent: Monday, January 7, 2019 3:56 PM
To: Campbell, Glenn (INFC)
Subject: Toronto Waterfront - presentation to DMC

Hi Glenn,
Would it be feasible for IPI to present on Toronto Waterfront at the January 23 DMC? It has been on the Forward Agenda for some time, and given the recent interest, this would be timely. The description for the item had been: *For Information/Discussion -- INFC role, criterion, path on key decisions, project flow, public interest test, our role with OGDs, oversight on P3.*
Thank you,
Caroline

Caroline Douglas
Director General, Corporate Secretariat
Infrastructure Canada
Caroline.Douglas@canada.ca / 613-948-3996
Directrice générale, Secrétariat ministériel
Infrastructure Canada
Caroline.Douglas@canada.ca / 613-948-3996

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 17, 2019 7:10 PM
To: Tippins, Shawn (INFC)
Subject: Digital Strategy Advisory Panel Meeting

Link to meeting notes: Digital Strategy Advisory Panel Meeting

Digital Strategy Advisory Panel Meeting

January 17, 2019
1:08 PM

Meeting Date: 2019-01-17 1:00 PM
Location: 20 Bay street, suite 1310
Link to Outlook Item: *click here*

Notes

Chairs Remarks
- Brief general intro

Management Report
- Walk through of MR deck - developments since Dec 13th DSAP meeting
- No discussion / questions

SWL Solutions Overview [redacted]
- Walk through of SWL deck - technology update
- Intro slides. Taking wastewater tech demo use case as an example, SWL doesn't want to create an "island"; working with City to make sure tech elements can be integrated into City management and monitoring systems; in terms of business case, some scale considerations at play, e.g., with respect to mobility, but building efficiency is one area that could be location specific
    - Comment: where do key decision points come in terms of cost/benefit analysis; want better informed decision-making
    - Comment: innovating in both the physical and digital network; certain elements could work within Quayside network, other elements will need to extend throughout the broader city network; on the latter, who does that? SWL: working on a model for the economics of Quayside (will be in MIDP). Would like to think of Quayside as a proof of concept and good ideas should be adopted, others can be winnowed out
    - Comment: how much effort is being done to look at best practices globally? SWL: Not starting from zero, trying to take what they can from other places and improve upon them
- Ref by panelists to radical technology for mixed use - those especially raise data privacy and ownership considerations - would like to see deeper distinction of this tech as compared to others at some point down the road
- SWL explanation of software defined networks (SDNs).

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    - Comment: how are these governed/who owns and controls? Hyper-local networks as compared to companies such as Rogers which have more transparent accountabilities. A: governance/management aspects are no different in terms of regulatory/legislative requirements. Fair amount still be done on intrusion detection, resilience of SDNs
- SWL explanation of Super-Passive Optical Networks (PONs), believes these technologies to be useful and feasible. Still need to figure out the best way to make them happen.
    - Comment: should be owned and governed by City, want oversight through democratic process. A: question should be resolved through consultation, expert input, no plans to run system itself, need to work with existing providers.
    - Comment: not clear whether City wants to get back into network infrastructure business; need a different forum for examining this question (not for SWL to answer), could be considered through discussions to be held in context of civic digital trust. Comment: what are Alphabet' s ambitions, e.g., Google fibre has 16 cities using its network infrastructure? From an outside point of view no distinction made between Google and Sidewalk. Need to judge proposals in light of these prospective analyses. A: no discussion/no plans around this.
    - Comment: How has SWL accounted for the digitally excluded who typically access these networks through collectives (gets into ownership and affordability, often requires a different structure in terms of how tech is deployed). A: more thinking to be done on this, nothing from a technical point of view would seem to preclude access. Would welcome more information from panelist on how this works elsewhere.
- SWL demo of Koala mount; still looking at business model, just trying right now to prove a need/use case
    - Comment: Who gets to decide what gets attached to Koala mount. A: this is an ideal question for a civic digital trust, and possible enforcement role for the trust
    - Comment: reminder that trust model is not adequate for dealing with all manner of assets. May need to call it something else and be sure that any kind of governance mechanism is capable of addressing thorny issues before adopting technologies/practices could be agreed to. Sees this tied to MIDP. A: SWL has been taking feedback from public roundtables, experts and regulatory bodies and will be coming back to DSAP with a proposal/thinking on this. No presumption that PIPEDA or other legislative standards wouldn't apply

WT Digital Evaluation Criteria for the MIDP
***need Shawn's notes

Subcommittee Structure Process

- Not discussed

[redacted]

Created with Microsoft OneNote 2013.

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ATIA - 19(1) ATIA - 21(1)(a) ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 18, 2019 3:08 PM
To: Tippins, Shawn (INFC)
Subject: Re: Deck - comments

[redacted]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Tippins, Shawn (INFC)
Sent: Friday, January 18, 2019 2:43 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Deck - comments

Glenn has comments on the deck. I'll start working them through. From his conversation with me:

[redacted]

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Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: January 18, 2019 5:02 PM
To: Gillis, Kelly (INFC)
Cc: Eyre, Jennifer (INFC); Tremblay, Jenny (INFC); Peets, Gerard (INFC); Mitchell2, Lisa (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: FW: Summary of DSAP #7 Jan 17, 2019

FYI

From: Tippins, Shawn (INFC)
Sent: January 18, 2019 12:45 PM
To: Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)
Subject: Summary of DSAP #7 Jan 17, 2019

DSAP # 7 took place from 1:00 – 5:30pm on January 17th at WT. Most members were in attendance [redacted] Detailed working notes and meeting materials are saved in the link. Please find summative highlights below. ST.

G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\DSAP\January 17 2019

Management Presentation –

- Kristina Verner presented a management report covering developments since the Dec 13th DSAP meeting. This covered updates on the MaRS data trust primer (to be finalized in 3rd week of Jan); DSAP panelist and WT Digital Governance Manager recruitment; Civic Labs (next lab on data trusts to be held Feb 13th); and T.O. Board of Trade report on data governance.

SWL Presentation on Technology Solutions –

- Sidewalk reps Craig Nevill-Manning (Head of Engineering) and Prem Ramaswani (Head of Product) presented on proposed technology solutions for the Quayside project. This included a technology demonstration of the "Koala" Standardized Mount, and presentations on the proposed deployment of "Software-Designed Networks" (SDNs) and "Super-Passive Optical networks" (S-PONs).

- While DSAP panelists acknowledged the technical merits of these solutions, they also provided a wide-range of commentary that turned on questions of ownership and control (e.g. to some panelists much of the network infrastructure seemed a lot like a utility, and had questions as to how these proposed solutions relate to Alphabet business divisions/services like Google Fiber). Many Panelists had questions as to how these technology solutions would be assessed through the lens of a prospective governance framework, with some opining that a data trust may not be sufficient for governing some of the proposed technology assets that may be deployed at Quayside. Some panelists raised questions/concerns about the handling of public versus private data through these technologies and the applicability of governance approaches to those questions, while others returned to questions of algorithmic bias and the impact on minorities that do not get factored in to AI majority-use cases.

- **Going forward** DSAP panelists agreed two use two representative technology use cases (mobility and mixed-use buildings) against which they would model their questions and concerns on the application of proposed technology solutions at Quayside under different scenarios.

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WT Evaluation Criteria for the MIDP –

- WT presented the high-level objectives and criteria for the digital/data governance chapters of the MIDP as unveiled at the Dec 8th public roundtable. WT said that they are working with KPMG on a more detailed subset of criteria and needed an ad-hoc committee of the DSAP to integrate with this work. Several panelists opined about the inadequacy of the criteria as seen to date publicly. Other panelists cautioned about driving evaluation efforts on the MIDP according to any set schedule. Still other panelists registered the notion that no evaluation of the MIDP should be undertaken until all questions of data governance that may apply to the project have been fully and completely settled.

- **Going forward** it was determined that an ad hoc committee dedicated to working on the digital evaluation criteria for the MIDP would form. Volunteers included Pam Robinson, Andrew Clement, Charles Finlay, Jutta Treverinus, Mark Wilson, Teresa Scassa and Alaina Aston.

[redacted]

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 18, 2019 5:52 PM
To: Corporate Sec / Sec Ministériel (INFC)
Cc: Campbell, Glenn (INFC); Ladouceur3, Natalie (INFC); Boudreau, Marcia (INFC); Mitchell2, Lisa (INFC); Tippins, Shawn (INFC); Zewede, Heywet (INFC)
Subject: FW: Toronto Waterfront - presentation to DMC Jan 23
Attachments: DMC Quayside Update - FINAL.PPT

Hi Charlotte,

With apologies for any delay, please see attached the ADM-approved deck to support Glenn's January 23rd presentation to DMC on the Toronto Waterfront Revitalization Initiative: Quayside Update.

Please let me know if any questions.
Nancy

From: Douglas, Caroline (INFC)
Sent: Monday, January 7, 2019 3:56 PM
To: Campbell, Glenn (INFC)
Subject: Toronto Waterfront - presentation to DMC

Hi Glenn,

Would it be feasible for IPI to present on Toronto Waterfront at the January 23 DMC? It has been on the Forward Agenda for some time, and given the recent interest, this would be timely. The description for the item had been: *For Information/Discussion -- INFC role, criterion, path on key decisions, project flow, public interest test, our role with OGDs, oversight on P3.*

Thank you,

Caroline

Caroline Douglas
Director General, Corporate Secretariat
Infrastructure Canada
Caroline.Douglas@canada.ca / 613-948-3996

Directrice générale, Secrétariat ministériel
Infrastructure Canada
Caroline.Douglas@canada.ca / 613-948-3996

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Toronto Waterfront Revitalization Initiative

Quayside Update

January 2019

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Canada

Overview

Recap

- What is Waterfront Toronto & Quayside Objectives

Master Innovation and Development Plan (MIDP)

- Pillars
- Process to date
- Federal touchpoints
- Timelines and next steps

Questions

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What is Waterfront Toronto?

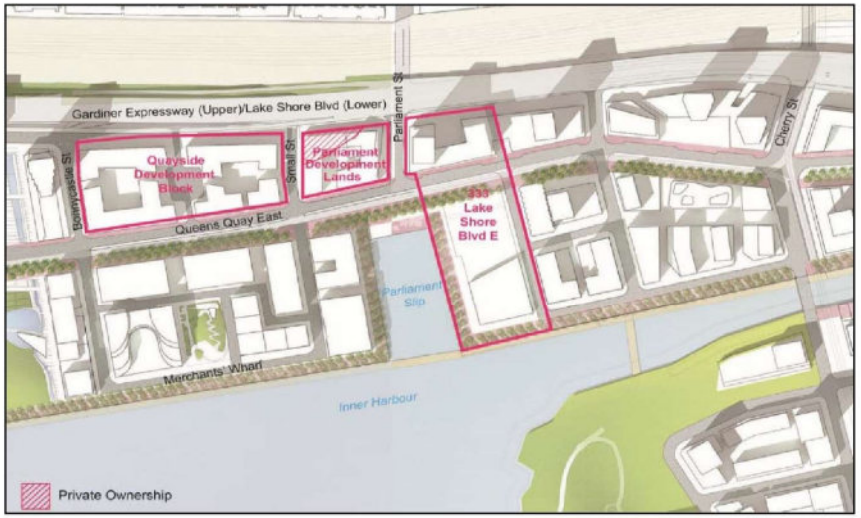
- **Arms-length not-for-profit agency** established in 2001 by Canada, Ontario and City of Toronto (formally exists under provincial statute)
- 25-year mandate to lead and implement Toronto Waterfront Revitalization Initiative (TWRI) to enhance economic, social and cultural value of land in designated waterfront area
- Tri-government body led by an independent Board
- **Intergovernmental Steering Committee** (IGSC) a focal point for management and coordination on matters related to TWRI – current IGSC Chair held by INFC DM Gillis
- Major Waterfront projects currently include Port Lands Flood Projection and, in partnership with Sidewalk Labs, the proposed **Quayside development**

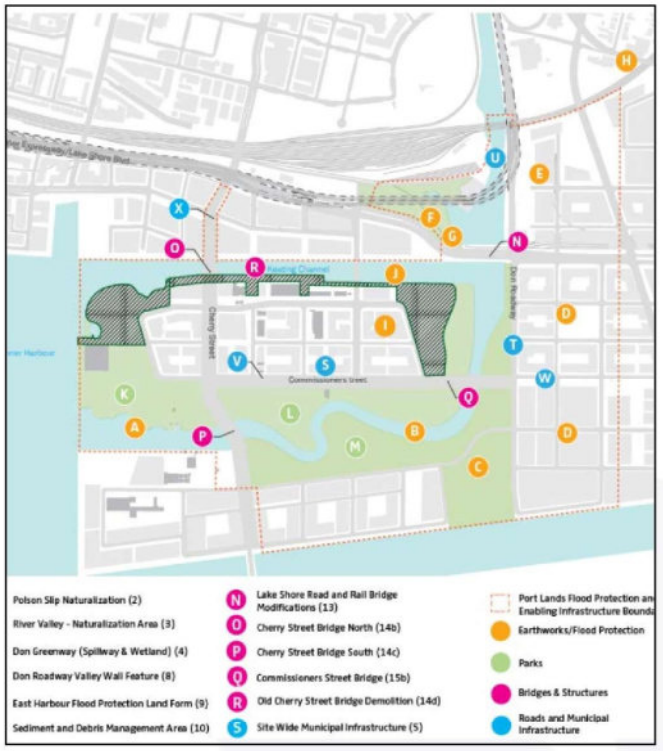
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Where is the Quayside site?

A 4.9-hectare (12-acre) development site situated along Toronto's eastern waterfront, within walking distance of the central business district







Port Lands Flood Protection Project area is next to Quayside site

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Waterfront's Objective for Quayside

- **In 2016:** Waterfront recognized an opportunity to advance ambitious sustainability and innovation mandates in Quayside
- Wanted to bring on a partner with a fresh vision on addressing pressing urban challenges – climate change, affordability, creating jobs and prosperity – while also having the financial capacity to fund the planning process
- **March 2017:** Waterfront launched RFP seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future; selection of Sidewalk Labs announced in October, 2017
- **July 2018:** Waterfront signed a Plan Development Agreement (PDA) with Sidewalk that sets-out basic terms and principles for developing a Plan for Quayside

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Sidewalk's Vision for Quayside

- A people-centred community combining innovative urban design and new digital tech that addresses some big challenges facing cities, e.g. energy use, housing affordability, and transportation



- Will also explore "at scale" development proposals that could be rolled-out on Toronto's eastern waterfront

Sustainability

Complete Communities

Prosperity

Partnership & Investment

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Quayside MIDP

- Sidewalk has been engaged by Waterfront to bring forward proposal for Quayside in the form of a **Master Innovation and Development Plan (MIDP)** founded on several "pillars" – not just a data play

MIDP Pillars	
SUSTAINABILITY Climate positive community	**COMMUNITY & CITY SERVICES** Close-knit, health community with seamless access to vital daily services
PUBLIC REALM Designed for the entire region, vibrant year-round	**HOUSING AFFORDABILITY** Inclusive, affordable communities for people of all ages, abilities and means
MOBILITY Competitive, safer alternatives to the private automobile	**DIGITAL PLATFORM** Open digital infrastructure that inspires innovation
BUILDINGS A built environment that is more usable, efficient and affordable	**PRIVACY & DATA GOVERNANCE** A new standard for transparent, accountable and responsible data use

"…Sidewalk Toronto will transform Quayside into a thriving hub for innovation and a community for tens of thousands of people to live, work, and play. This project offers unprecedented opportunities for Canadian innovators and will create thousands of good, middle class jobs. The new technologies that emerge from Quayside have the potential to improve city living – making housing more affordable and public transit more convenient for Canadians and their families."

Prime Minister Justin Trudeau, October 17, 2017

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MIDP Process to Date

Expert & Public Engagement

Digital Strategy Advisory Panel (DSAP)

- Arms-length body created in April 2018 to provide Waterfront with objective, expert advice on responsible data and technology use for Quayside, including data governance aspects of MIDP
- Integrating efforts with other experts and groups (MaRS, Toronto Board of Trade)

Waterfront Civic Labs

- Bringing experts from tech, government, academia and private and non-profit sectors to provide feedback on considerations applicable to Quayside project

Tri-government Briefings

- Hosted by Waterfront for tri-government senior officials as MIDP is being developed

[redacted]

Sidewalk Public Roundtables

- Four roundtables to date covering MIDP workplan, public realm, streets, buildings, site plan, sustainability, affordable housing, social infrastructure and digital governance

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MIDP - Federal Touchpoints

- Consideration of Quayside proposal expected to involve multiple touchpoints across federal government, including with respect **infrastructure and innovative finance**



Innovative technology uses
ISED, INFC, OPC, TBS,

Data governance / IP
ISED, StatsCan, OPC, TBS, INFC

Funding transit & other infra
TC, INFC

Autonomous vehicles
ISED, TC, INFC

Affordable housing
CMHC, ESDC, NRCan

Sustainability
NRC, NRCan, ECCC, ISED, INFC

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

MIDP Timelines & Next Steps

- Complete draft MIDP for governments' review expected in spring 2019 –
  - 3-volume document comprising:
    - development plans at different scales
    - innovative technology solutions
    - business terms and financial approach to implementation
- Public consultation draft to follow – engagement through summer 2019
- 'Final' draft for Waterfront Board consideration targeted for September 2019
- Waterfront Board must endorse the plan before it can be adopted and implemented

[redacted]

- As it is a plan, should it advance, individual components brought forward for implementation will be subject to multiple City approvals and provincial/federal regulations as appropriate

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Page 57
is withheld
pursuant to paragraphs
21(1)(a) and 21(1)(b)
of the *Access to Information Act*

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Le page 57
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information

ATIA - 16(2)
ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 22, 2019 8:31 PM
To: Campbell, Glenn (INFC)
Subject: Re: DMC tomorrow

[redacted] we definitely are at the options stage.

[redacted]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Tuesday, January 22, 2019 7:32 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Re: DMC tomorrow

Ok, be prepared to present or part thereof

[redacted]

Still working on options

Will like be questions about Audit and implications for us, WT and Quayside

Thanks

Glenn Campbell
[redacted]
613 941 0722 (w)

From: Faraday-Smith, Nancy (INFC)
Sent: Tuesday, January 22, 2019 6:14 PM
To: Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Cc: Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC); Mitchell2, Lisa (INFC)
Subject: Re: DMC tomorrow

Yes - will be there

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Tuesday, January 22, 2019 5:36 PM

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To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Cc: Ladouceur3, Natalie (INFC); Zewede, Heywet (INFC); Mitchell2, Lisa (INFC)
Subject: DMC tomorrow

I trust that both of you will aim to be there for WFT discussions at DMC

Glenn Campbell
[redacted]
613 941 0722 (w)

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ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: January 29, 2019 10:44 AM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: CoS briefing material - agenda & TPs

Tracking:

Recipient	Delivery
Faraday-Smith, Nancy (INFC)	Delivered: 2019-01-29 10:44 AM

Please find a link to the package for the CoS briefing which is on Glenn's calendar Thurs at 3pm [redacted] You might want to review the Agenda and TPs I put together for Glenn.
G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\CoS brieifing Thurs Jan 31

From: Faraday-Smith, Nancy (INFC)
Sent: January 28, 2019 7:26 PM
To: Tippins, Shawn (INFC)
Subject: Re: CoS briefing material - agenda & TPs
OK - thanks for letting me know.
Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Tippins, Shawn (INFC)
Sent: Monday, January 28, 2019 7:17 PM
To: Faraday-Smith, Nancy (INFC)
Subject: CoS briefing material - agenda & TPs
Glenn looked at the materials for the CoS briefing [redacted]
Sent from my BlackBerry 10 smartphone on the Rogers network.

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 29, 2019 5:43 PM
To: Hobbs, Joshua (INFC); Tippins, Shawn (INFC)
Cc: Marchildon, Caroline (INFC)
Subject: RE: Follow-up from last week's DMC presentation on Quayside

Hi Josh,

Thanks for the kind feedback and for the helpful links/resources. I expect our collaboration will only amplify as this MIDP comes to life!

Nancy

From: Hobbs, Joshua (INFC)
Sent: January 29, 2019 2:01 PM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Cc: Campbell, Glenn (INFC) ; Marchildon, Caroline (INFC) ; Tam2, Pauline (INFC)
Subject: Follow-up from last week's DMC presentation on Quayside

Hi Nancy and Shawn,

[redacted]

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Thanks again for the great presentation, and I look forward to our continued engagement on this file.

Joshua Hobbs

Senior Communications Advisor, Communications Directorate, Ministerial and Advisory Services
Infrastructure Canada / Government of Canada
joshua.hobbs@canada.ca / Tel: 613-960-6869 / [redacted]

Conseiller principal en communications, Direction des Communications, Services ministériels et consultatifs
Infrastructure Canada / Gouvernement du Canada
joshua.hobbs@canada.ca / Tél. : 613-960-6869 / [redacted]

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Révisé en vertu de la Loi sur l'accès à l'information

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 30, 2019 10:54 AM
To: Zewede, Heywet (INFC)
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC; Tippins, Shawn (INFC); Campbell, Glenn (INFC)
Subject: RE: [TASKING] MinO CoS briefings
Attachments: Agenda CoS Briefing - Copy.docx; ADM TPs for CoS Briefing.docx

Hi Heywet,

In advance of today's briefing on Waterfront for the CoS, attached are a proposed agenda and speaking points for Glenn's use. I'll bring over hard copies for his meeting folder.

Also saved here along with the rest of the background package that went to DMO yesterday: \\fs-ncr-400\ino\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\CoS brieifing Thurs Jan 31

Nancy

From: Zewede, Heywet (INFC)
Sent: January 24, 2019 2:47 PM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Subject: FW: [TASKING] MinO CoS briefings

Hi Nancy and Shawn,

As discussed please find the formal tasking below from MINO.

Thank you,
Heywet

From: Stewart, Jane (INFC)
Sent: January 24, 2019 2:46 PM
To: Fortin3, Marc (INFC) <marc.fortin3@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Peets, Gerard (INFC) <gerard.peets@canada.ca>; Bertrand3, Nathalie (INFC) <nathalie.bertrand3@canada.ca>
Cc: INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>; INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca>; INFC.O CS.ADMO.Users/Utilisateurs.SM.BSMA O.INFC <INFC.CS.ADMO.Users-Utilisateurs.SM.BSMA.INFC@canada.ca>; INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>; Douglas, Caroline (INFC) <caroline.douglas@canada.ca>
Subject: RE: [TASKING] MinO CoS briefings

Hello,

The following times are confirmed for your respective briefings with Joe Pickerill – please note the due date for materials to DMO to provide to MinO.

Will advise of the remaining briefing times and materials due dates as soon as these are scheduled.

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Thanks,
Jane

POB:

- Gas Tax Fund: Thursday, January 31, 4-5pm. Materials due to DMO January 29, 12 noon.
- DMAF: Thursday, January 31, 2-3pm. Materials due to DMO January 29, 12 noon.

IPI:

- Canada Infrastructure Bank: Tuesday, January 29, 11:30-12:00. Materials already provided to MinO.
- Toronto Waterfront: Thursday, January 31, 3-4pm. Materials due to DMO January 29, 12 noon.

PRB:

- Smart Cities Challenge: to be confirmed

CSB/IPI/POB:

- Appointments: to be confirmed

Jane Stewart
A/Departmental Liaison Officer | Agente de liaison ministériel p.i.
Telephone | Téléphone 613-941-0745

From: Stewart, Jane (INFC)
Sent: January 23, 2019 6:25 PM
To: Fortin3, Marc (INFC) <marc.fortin3@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Peets, Gerard (INFC) <gerard.peets@canada.ca>; Bertrand3, Nathalie (INFC) <nathalie.bertrand3@canada.ca>
Cc: INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>; INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>; INFC.O CS.ADMO.Users/Utilisateurs.SM.BSMA O.INFC <INFC.CS.ADMO.Users-Utilisateurs.SM.BSMA.INFC@canada.ca>; INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>
Subject: RE: [TASKING] MinO CoS briefings

Hello,

For the Appointments briefing, this should be a joint item between **Corporate Secretariat, IPI and POB**. Corporate Secretariat has offered to lead on the development of briefing materials for this item with IPI and POB input.

Thanks,
Jane

Jane Stewart
A/Departmental Liaison Officer | Agente de liaison ministériel p.i.
Telephone | Téléphone 613-941-0745

From: Stewart, Jane (INFC)
Sent: January 23, 2019 4:14 PM
To: Fortin3, Marc (INFC) <marc.fortin3@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Peets, Gerard (INFC) <gerard.peets@canada.ca>; Bertrand3, Nathalie (INFC) <nathalie.bertrand3@canada.ca>
Cc: INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>;

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INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>;
INFC.O CS.ADMO.Users/Utilisateurs.SM.BSMA O.INFC <INFC.CS.ADMO.Users-Utilisateurs.SM.BSMA.INFC@canada.ca>;
INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>
Subject: [TASKING] MinO CoS briefings

Hello,

We have been asked to set up a number of briefings over the next 1-2 weeks in support of the MINO CoS Pickerill's familiarization on key files. We are working with his office to schedule and will advise of timing shortly. Please prepare for a one-hour briefing with Joe Pickerill; other MINO staff may also participate depending on the topic.

POB:

- Gas Tax Fund
- DMAF (scheduled for January 31, 2-3pm)

IPI:

- Canada Infrastructure Bank
- Toronto Waterfront

PRB:

- Smart Cities Challenge

CSB:

- Appointments

Please prepare meeting materials to support these briefings. Materials are to be provided 2-3 days in advance of the meeting for MINO review and preparations. Please advise if there are any timing considerations we should be aware of for scheduling these briefings, as well as a list of participants you would like invited.

If there is any additional information I can provide at this time, please let me know.

Thanks,
Jane

Jane Stewart
A/Departmental Liaison Officer | Agente de liaison ministériel p.i.
Telephone | Téléphone 613-941-0745

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WATERFRONT TORONTO

CoS Briefing – Thursday, January 31, 3:00-4:00pm

Agenda

1. Background

- Waterfront Toronto Corporation
- Phase 1
- Waterfront 2.0
- Quayside

2. Key Issues

- Public Relations/Engagement
- MIDP Process
- Ontario AG Report
- WT federal Board appointments
- WT CEO Search

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Pages 67 to 70
are withheld
pursuant to paragraphs
21(1)(a) and 21(1)(b)
of the *Access to Information Act*

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Les pages 67 à 70
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 30, 2019 11:10 AM
To: Tippins, Shawn (INFC); Campbell, Glenn (INFC)
Subject: RE: NP article: How smart cities may be too smart for their own good

Thanks Shawn. I'll share with SCC colleagues.

From: Tippins, Shawn (INFC)
Sent: January 30, 2019 10:23 AM
To: Faraday-Smith, Nancy (INFC) ; Campbell, Glenn (INFC)
Subject: NP article: How smart cities may be too smart for their own good

A fairly deep dive in today's NP on SWL/Quayside with links to broader questions. Opens with general lines about tech and econ dev't and how Canada is at risk of falling behind. Breaks down quite a few of the different and varied questions at play on Quayside and Smart Cities generally and how they relate to Canada's overall track record to date of approaching smart city projects and what it all means for the future of tackling urban challenges in Canada. Encouraging in that the article makes the point that nothing is decided yet and the MIDP will take years of seeking different gov't approval and financing for its various parts if/once it comes together. Several Quotes from Several quotes from Dan Doctoroff – most interestingly his statement that Sidewalk Toronto is not a "smart city" project. Quotes from DSAP-Kurtis McBride about how gov't needs to be in the lead on framing the data governance issues/questions/framework: can't be left to private corporations to figure out. Interesting in that the Quayside approach and SWL involvement is compared to other smart city tech companies like Uber that sprung up more organically with specific use apps and platforms that have evolved. Other statements about the inadequacy of Canada's current data governance and privacy laws (which came about in the 1990's) for dealing with new smart city projects.

How smart cities may be too smart for their own good
Canada has a rich history of innovation, but in the next few decades, powerful technological forces will transform the global economy. Large multinational companies have jumped out to a headstart in the race to succeed, and Canada runs the risk of falling behind. At stake is nothing less than our…
National Post.com - 2019-01-30

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ATIA - 19(1)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: January 30, 2019 11:38 AM
To: 'Edward Chalupka'
Cc: Tippins, Shawn (INFC)
Subject: RE: Quayside ADM Working Group Meeting Follow-up

Hi Ed –

Can we talk timing of the next ADM working group discussion? [redacted] would like to have the business case briefing as soon as is doable in February. Let me know how that could be facilitated on your side.

Thanks,
Nancy

From: Edward Chalupka [mailto[redacted]@waterfrontoronto.ca]
Sent: January 18, 2019 1:32 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>
Cc: Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Jeff Ross <[redacted]@waterfrontoronto.ca>; Leslie Gash <LGash@waterfrontoronto.ca>; Kevin Greene <[redacted]@waterfrontoronto.ca>
Subject: Quayside ADM Working Group Meeting Follow-up

Hello –

Please find below a summary of the salient points from the meeting Tuesday with respect to our discussion regarding the MIDP Timelines and government review.

[redacted]

Please advise if you concur with above or have any additional comments.

Thanks

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca

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ATIA - 21(1)(a) ATIA - 21(1)(b) ATIA - 20(1)(b) ATIA - 20(1)(c) ATIA - 20(1)(d)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 4, 2019 2:50 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: Summary of Weekly WT Call
Attachments: Executive Update on Vol 3.pdf; 18.12.18_City Staff Meeting.pdf

Glenn –

Here are key highlights from the discussion today with WT (Meg, Kristina, Kevin Green and Ed). I'll bring you hard copies of the attached materials, which Ed sent earlier today.

[redacted]

Let me know if any questions,
Nancy

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From: Edward Chalupka [mailto:[redacted]@waterfrontoronto.ca]
Sent: February 4, 2019 11:36 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Subject: FW: Content for this afternoon's meeting

Nancy –

I wanted to confirm that we are still on for our call at 1 this afternoon.

We have two items we wanted to discus. The first is a quick discussion regarding our invitation to appear before the standing committee and the second is to walk you through a draft and confidential deck that pertains to Volume 3. We are starting to see the evolution of the business case and want to discuss the first attachment which is WT's analysis and overview of the business case as it stands thus far.

The second attachment, FYI, is a confidential deck that was presented to the City a couple of weeks ago.

Ed

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Pages 76 to 89
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act*

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Les pages 76 à 89
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information

SIDEWALK TORONTO

Project Update

City of Toronto

December 2018



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SIDEWALK LABS

Key Objectives

Both the City and Sidewalk Labs have certain objectives that can be aligned as we realize the potential of the Eastern Waterfront.



City of Toronto Objectives

- **Adequate control** to ensure the best outcomes for its citizens
- **Strong economic growth and thousands of new jobs** while protecting existing industries in the Port Lands, including film
- **A series of other public policy outcomes** to address certain urban challenges, including sustainability and congestion
- **Substantial increase** in affordable housing
- **Appropriate standard** for data and privacy
- **Build off success**—prove the model
- **Ensure the local development community** plays a prominent role in developing the Port Lands

Sidewalk Labs Objectives

- **Sufficient scale** to achieve its objectives and prove the ability of its approach to positively impact urban quality of life
- **Adequate return** on its investment

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Waterfront Toronto's Evaluation Framework

Waterfront Toronto has structured a rigorous framework to evaluate the MIDP proposal that will be delivered in early 2019.

WATERFRONTToronto

WATERFRONT TORONTO KEY OBJECTIVES

Priority Outcomes and "Must Do's" for the MIDP

- Job Creation
- Climate Positive
- Housing Affordability
- New Mobility
- Data Privacy & Digital Governance

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SIDEWALK LABS

Draft Quayside Site Plan

The site plan we presented at Roundtable 4 earlier this month attempts to directly address the primary objectives Waterfront Toronto has included in its MIDP Evaluation Framework.

Job Creation: 9,000+ Construction Jobs

Over 9,000 direct and indirect jobs will be created in Ontario as a result of the building construction at Quayside.

Job Creation: Canadian Mass Timber

Catalyzing the Canadian timber industry through an entire district built with mass timber, resulting in new jobs in Ontario and a reduction in the cost of construction.

Climate Positive: 75-85% Reduced Emissions

Targeting 75 - 85% reduction in greenhouse gas emissions at Quayside compared to typical development: from 6.3 tons CO_2 per Torontonian, to <1 ton per Quaysider.

Affordable Housing: 40% Below-Market

20% affordable housing, including 5% deep affordability, and 20% middle-income housing, including mid-range rental and shared equity.

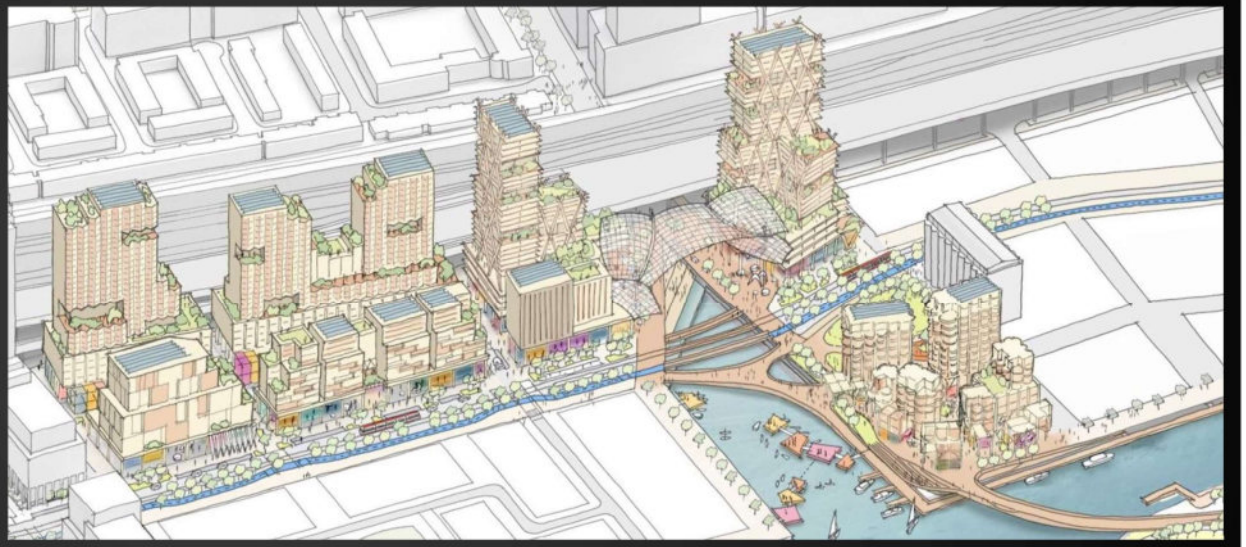
New Mobility: Streets that Work

New mobility including support for the Light Rail Transit, a Vision Zero neighbourhood, and getting ready for an automated vehicle future.

Data Privacy & Digital Governance

Proposed Civic Data Trust as 3rd-party public organization to manage all urban data, protect privacy, promote innovation, and safeguard the public interest.

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Current Zoning*	Draft Quayside Site Plan	Economic Development
93% Residential	68% Residential (11% Flexible Loft Space)	9,000+ construction jobs created in Ontario
20% Affordable Housing	40% Below Market • 20% Affordable Housing (includes 5% deeply affordable) • 20% Middle-Income Housing (includes 5% shared equity)	3,900 jobs located at Quayside long-term
7% Commercial / Retail	20% Commercial (3% Flexible Loft Space)	• 3,400 office jobs
3,100 Residential Units	12% Flexible Lower Floors (Stoa: Retail, Production, Arts, Community)	• 275 retail jobs
6,200 Residents	2,500 Residential Units	• 150 production jobs
*Approx. based on zoning diagrams	5,000 Residents (approx.)	• 75 community jobs

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Quayside in Context

While meeting many of these objectives are achievable on Quayside to a certain extent, the economic and conceptual viability may only be possible at a larger scale.

Thinking at Scale

- From the RFP through the PDA, Waterfront Toronto has always sought solutions to address how we can maximize the impact of the shared objectives of the City, Waterfront Toronto, and Sidewalk Labs, and we have responded as such.
- We believe that while Quayside will be an impactful starting point, scale actually plays a significant role because:
    - The impact of each individual innovation increases (for example, additional affordable housing, greater synergies in cutting carbon emissions, greater ability to reduce car trips, greater catalyzation of the tall timber industry)
    - Greater scale than 12 acres is likely needed to justify the initial investment in prototypes at Quayside
    - Holistic thinking is what can accelerate the provision of infrastructure on the Eastern Waterfront, and more quickly unlock the value of the Port Lands envisioned in the Port Lands Planning Framework
- Scale means different things for different outcomes and investments. The purpose of this conversation is to share (and receive feedback) on some of our underlying assumptions and approach before more detailed conversations on individual initiatives as well as holistic discussion on the business case.

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Essential Catalyst: Sidewalk's Role At Quayside and Beyond

The role that Sidewalk Labs envisions is to fill gaps that the public and private sectors are currently unable to fulfill themselves, and which Sidewalk Labs is uniquely able to deliver.

Enabling Infrastructure and LRT

- Facilitate and finance the delivery of infrastructure systems, including the LRT, that accelerate development, meet unprecedented sustainability goals, and may not be possible to finance through traditional processes

Limited Real Estate Development

- Execute a limited amount of vertical development to prove market viability of certain innovations (e.g., mass timber) or to spur specific economic development (Google HQ)

Technology Deployment

- Undertake explorations and prototyping, and provide products that are foundational to achieving the overall objectives

Innovation Management

- **Co-Design:** In collaboration with Waterfront Toronto, develop (1) specific plans, which define development envelope, goals and priority outcomes for each geographic phase, and (2) innovation guidelines for infrastructure systems and vertical development, which will apply to third party developers.
- **Implementation Support:** Provide resources and support to enable ongoing delivery and operations of the project, such as detailed design of infrastructure systems or ground-floor management and programming to enable greater activation



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Enabling Infrastructure and LRT

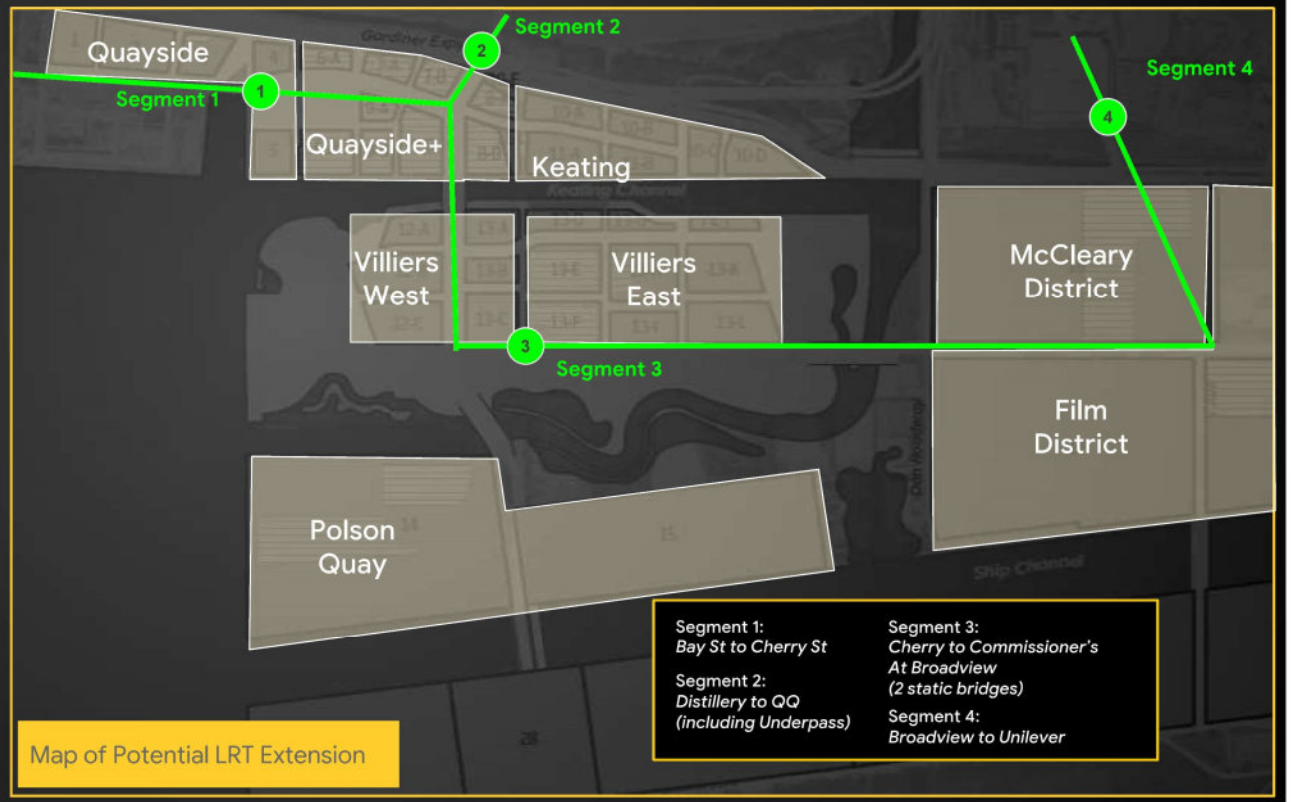
Sidewalk Labs would facilitate and finance the delivery of infrastructure systems, including the LRT, that accelerate development, meet unprecedented sustainability goals, and may not be possible to finance through traditional processes

Infrastructure Delivery

Sidewalk Labs believes holistic infrastructure delivery—a multi-billion dollar undertaking—is critical to unlocking the full potential of the Eastern Waterfront.

Approaches that only rely on public funding could slow development, and limit the ability to make the most aggressive, innovative moves to achieve climate positivity.

Sidewalk Labs would provide up-front financing support for both LRT and horizontal (utilities and public realm) infrastructure by committing capital to the project in advance of it being available through sources that will only *follow* development (such as incremental property taxes and development charges).



Map of Potential LRT Extension

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SIDEWALK LABS

Limited Real Estate Development

Sidewalk Labs will execute real estate development on a limited basis to ensure the implementation of counter-to-market programmatic elements.

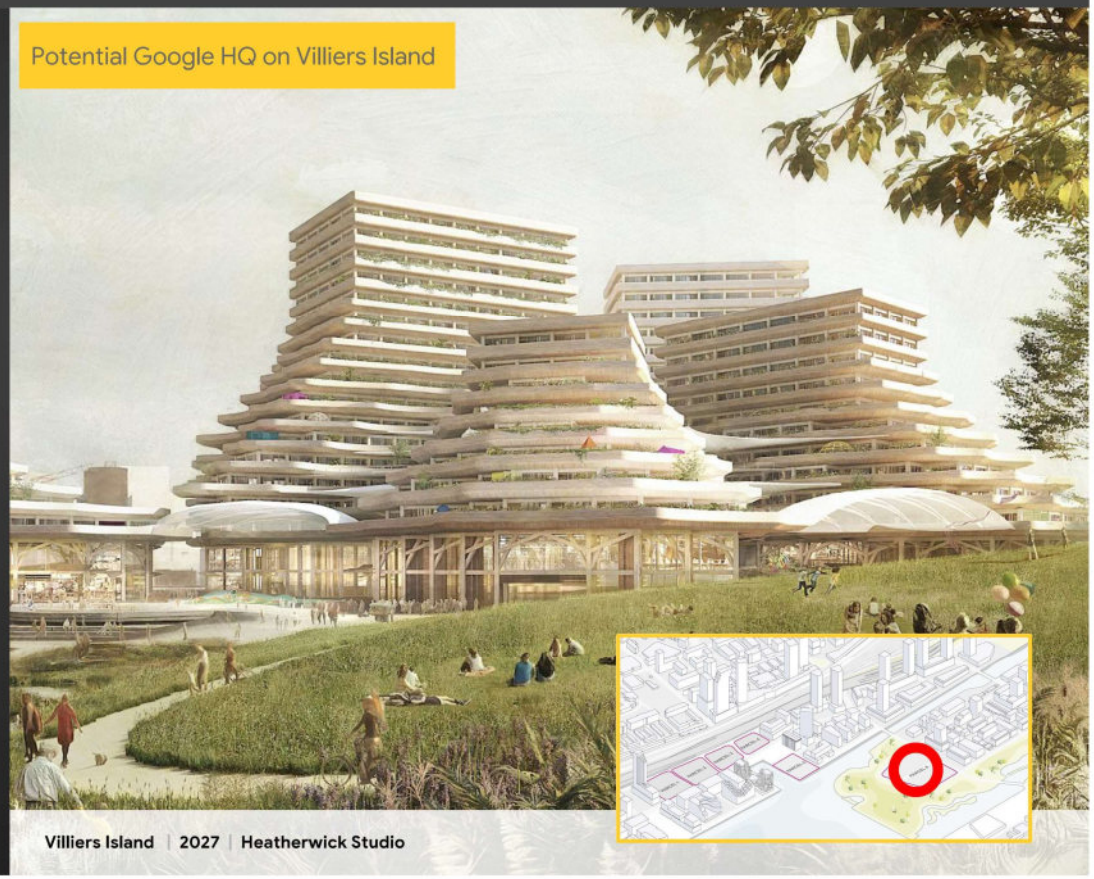
Vertical Development

Sidewalk Labs proposes undertaking approximately 5-6M SF of vertical development between Quayside and the Western edge of Villiers Island (which will require additional city approvals, including a Google HQ Campus.

Wherever possible, we will partner with local developers to execute these projects. What is most important to Sidewalk Labs is to have control over the built program to ensure adherence to our innovation and policy objectives.

> *For instance, we will have a higher tolerance for mixed-use experimentation, timber prototypes, and unusual utility infrastructure than a market developer will, until innovations are proven out*

This development is only a small portion of the overall project—and the only site beyond Quayside, Villiers West, is for a specific project with unique economic development and catalytic purpose.



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Product Deployment

Sidewalk Labs will undertake explorations and prototyping, and provide products that are foundational to achieving the overall objectives

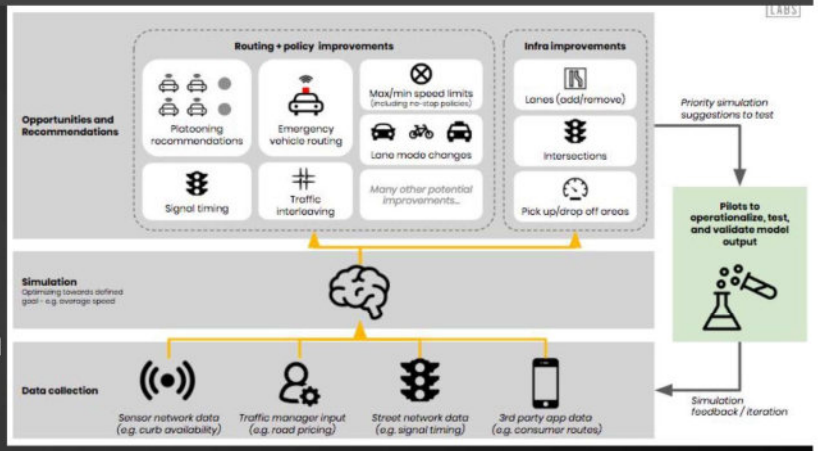
Product Deployment

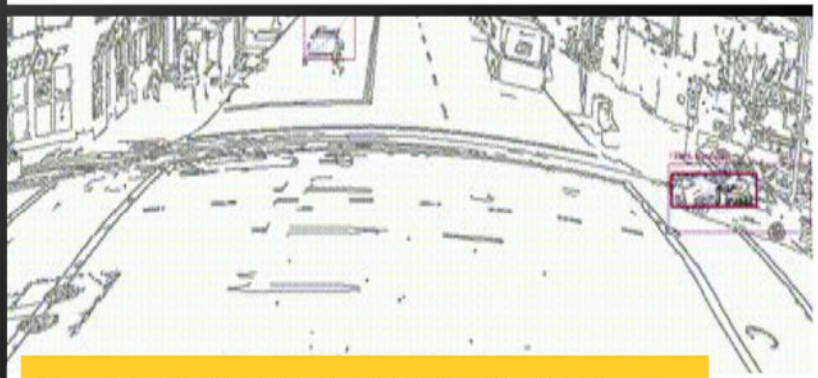
Sidewalk Labs is focusing its product development on a core set of products that we believe are fundamental to our overall approach. These include:

- Software to enable more dynamic management of mobility across modes, by for instance, actively allocating space at curbs according to demand, providing travelers and the services they use more information (such as street closures, wait times, congestion) in real time, and pricing different modes accordingly
- "Koala" or a flexible standardized infrastructure, that can be deployed to provide foundational power and connectivity—like a USB port for the city.
- Software to enable better management of utility systems at the district level—managing demand, lowering overall consumption, improving responsiveness to user preferences, and saving system-wide capex.

While Sidewalk seeks to deploy a limited number of products, our goal is to create an open system that enables others to innovate both from occupancy and over time. It was a purposeful choice to create an open ecosystem, rather than a closed set of standards with which only Sidewalk Labs products would work.

Terms will need to be negotiated individually for each potential product. The City of Toronto will share in the value created when prototyping in Toronto uniquely leads to the ability to bring the product to market.





Example Product Flow for Mobility Management Software

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Innovation Management

Sidewalk Labs would play an ongoing role, in collaboration with Waterfront Toronto and its government partners, to support both design and implementation.

Innovation Management

Sidewalk's role in Innovation Management falls into two broad categories:

Design:

1. Specific Plans: In collaboration with Waterfront Toronto and its government partners, develop specific plans, which define development envelope, goals and priority outcomes for each geographic phase.
2. Innovation Guidelines: In collaboration with Waterfront Toronto and its government partners, develop innovation guidelines for infrastructure systems and vertical development, which will apply to third party developers.

Implementation:

1. Infrastructure Delivery Support: In order to ensure infrastructure that aligns with project objectives, Sidewalk could manage initial pre-RFP designs of infrastructure systems to adhere to Innovation Guidelines, and play an active role in the RFP process for horizontal infrastructure.
2. Ongoing Operational and Programming Support: In order to prove the operational benefits of certain innovations, Sidewalk Labs could play an active role in programming and prototyping, in collaboration with Waterfront Toronto and its government partners, with ideas such as Stoa or adaptive streets.

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Draft Deal

With Waterfront Toronto, Sidewalk Labs delivers the infrastructure necessary to enable the development of Villiers Island, McCleary District and Polson Quay consistent with project objectives. Sidewalk Labs also enables the financing of LRT. As the project progresses beyond Quayside, the success of piloted innovations (i.e., mass timber, building standards, new street typologies, digital management of streets) will inform the innovation guidelines rolled out within the area Sidewalk Labs delivers enabling infrastructure.



To recoup and generate a return on its investment, SWL will share in...

- Proceeds from vertical development it performs
- Proceeds from the uptick in land value on publicly sold land within the zone where innovation guidelines apply
- A share of developer charges and incremental tax revenue on land for which Sidewalk Labs provides financing for horizontal infrastructure, including LRT

SWL executes horizontal and real estate development

SWL executes horizontal infrastructure only

SWL executes the Phase 1 LRT extension

SWL shares in incremental land value, incremental property tax and development charges

SWL shares in incremental Property tax for LRT only

**At Keating Channel, SWL only shares in incremental land value due to existing obligations for Unilever District.

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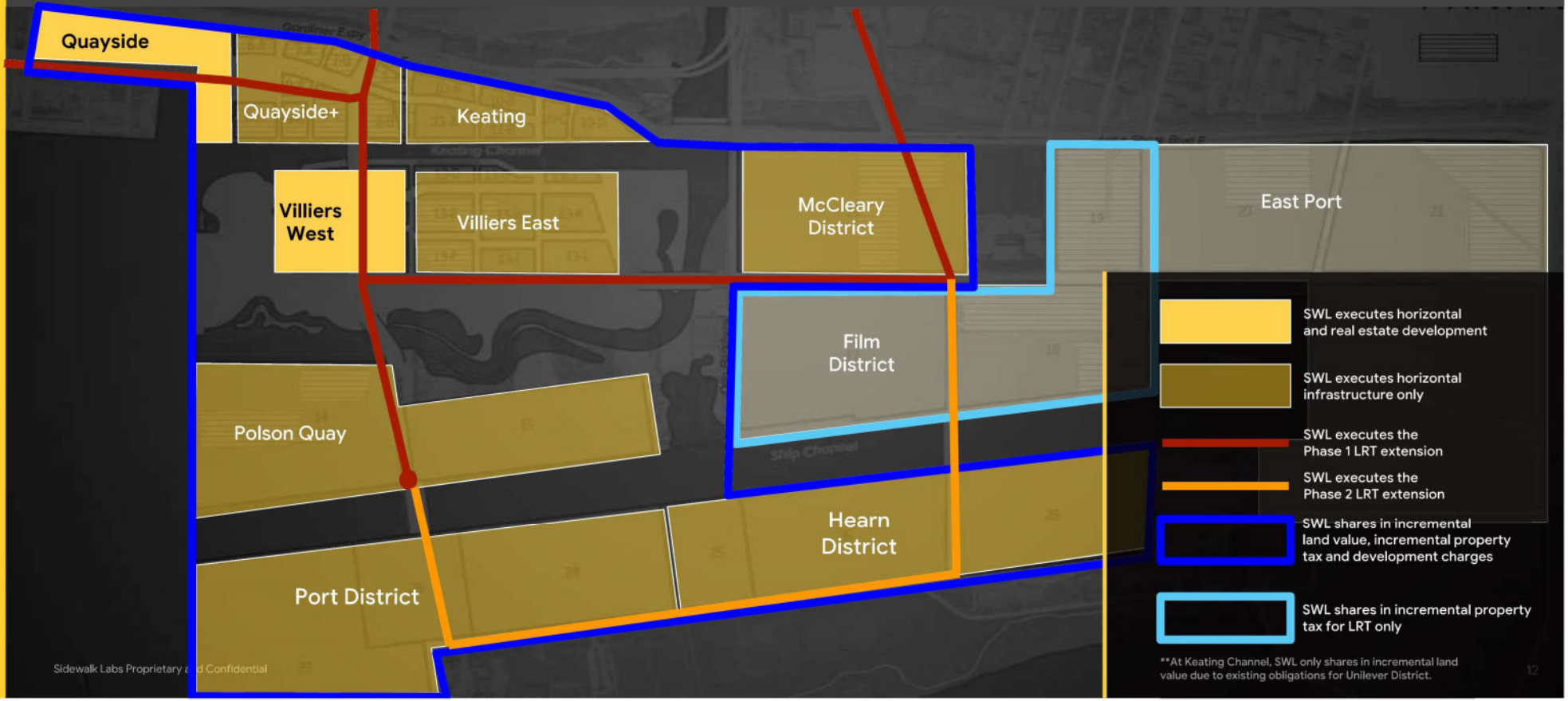
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Potential Phase 2 Expansion (Dual Option)

SIDEWALK LABS

In a potential Phase 2, Innovation Guidelines would extend to Port Lands South and there would be a mutual option for Sidewalk Labs, with Waterfront Toronto, to deliver additional enabling infrastructure, including an extended LRT. The East Port and Film District have been excluded to protect existing uses.



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Transaction Principles

In designing a conceptual framework for an overarching transaction, Sidewalk Labs has followed a set of principles designed to meet both parties objectives.

Transaction Principles

- Whenever possible, utilize financing and implementation mechanisms that have been validated previously
- Whenever possible, match sources and uses to specific deal components, in order to simplify and de-risk the transaction
- Incorporate stage gates and ongoing metrics for accountability
- Protect government partners from unreasonable downside risk
- Ensure third-party participation—and limit Sidewalk Labs' role, particularly in real estate development
- Create a structure that enables Sidewalk Labs to shoulder the burden of upfront risk, and be compensated in later stages

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Draft Major Transactional Elements

We are seeking feedback on the following conceptual framework.

Conceptual Framework

- **Real Estate Development:** Sidewalk Labs will execute limited real estate development at Quayside and Villiers West. This development will likely be below market due to programmatic (more commercial and social infrastructure space) and innovation (tall timber prototypes, dynamic curb) decisions to achieve objectives that go against market pressure.
- **LRT Extension:** A PILOT/Tax-Increment Financing (TIF) zone based on property taxes would be created in order to finance the delivery of an LRT extension. Sidewalk Labs would provide upfront deb service support, and potentially equity, in order to facilitate delivery in advance of the realization of incremental property tax revenues. As compensation for shouldering this upfront risk, Sidewalk Labs would receive a return on its equity investment. If incremental property taxes are realized in excess of the amount needed for SWL to receive its preferred return, additional property taxes will not be shared with SWL.
- **Horizontal Infrastructure:** Development Charges within the project geography would be isolated in order to pay for horizontal infrastructure development. Sidewalk Labs would finance infrastructure delivery in advance of the realization of development charges. As compensation for shouldering this upfront risk, Sidewalk Labs would receive a return on its investment. If development charges are assessed in excess of the amount needed for SWL to receive its return, additional development charges will not be shared with SWL.
- **Value Creation:** To compensate Sidewalk for 1) Below market real estate development and 2) the overall catalyzation of the Eastern Waterfront, Sidewalk Labs would receive a share of the incremental land value created through the disposal of publicly-held lands to third parties in the entirety of the project geography.
- **Product Deployment:** Sidewalk Labs will deploy a limited number of technology products throughout the district at terms to be negotiated in advance of the signing of Implementation Agreements. The City of Toronto will share in the value created when prototyping in Toronto uniquely leads to the ability to bring the product to market.
- **Innovation Management** Sidewalk Labs would play a role related to ongoing participation in Toronto in its role as Innovation Manager, in collaboration with Waterfront Toronto, City Planning, and other governmental entities.

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Next Steps

Next Steps

1. Receive feedback from Waterfront Toronto regarding the transaction framework overall, and each individual component specifically.
2. Work through City feedback and business case as part of ongoing working process with Waterfront Toronto and the City, and together bring back a more detailed presentation in January that includes initial, draft numbers
3. Together with Waterfront Toronto, design a working process that enables productive sessions as the project continue to evolve
4. As part of that process, schedule Individual follow-up sessions with Waterfront Toronto, including on:
    - Innovation Manager Role
    - Financing Structures, including Global and Canadian Precedents
    - Holistic Planning Vision for the Eastern Waterfront, and comparison to the PLPF

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Cariaga, Flordeliza (INFC)

From:	Tippins, Shawn (INFC)
Sent:	February 4, 2019 5:01 PM
To:	Faraday-Smith, Nancy (INFC)
Subject:	DAC WT and Quayside Update.ppt
Attachments:	DAC WT and Quayside Update.ppt

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Waterfront Toronto Update

Departmental Audit Committee

February 2019

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Overview

Recap

- What is Waterfront Toronto & Quayside Objectives

Master Innovation and Development Plan (MIDP)

- Pillars
- Process to date
- Federal touchpoints
- Timelines and next steps

Ontario AG Audit of Waterfront Toronto

Overall Opportunities / Risks

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What is Waterfront Toronto?

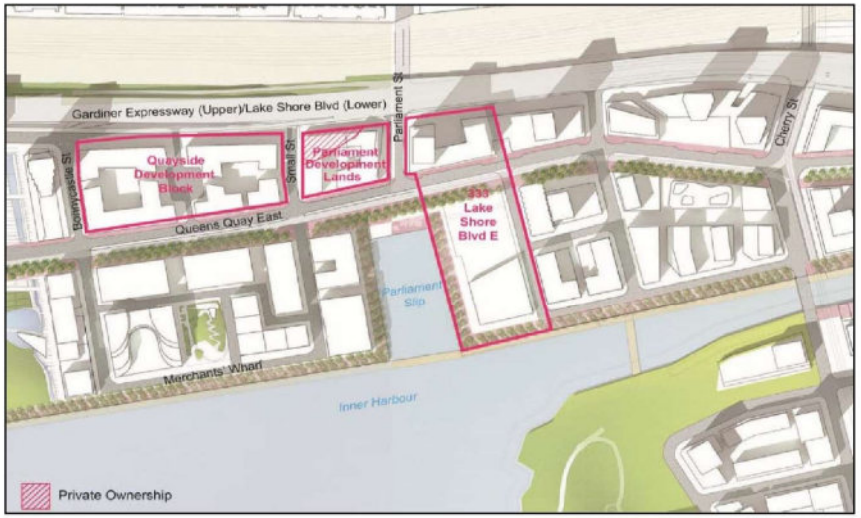
- **Arms-length not-for-profit agency** established in 2001 by Canada, Ontario and City of Toronto (formally exists under provincial statute)
- 25-year mandate to lead and implement Toronto Waterfront Revitalization Initiative (TWRI) to enhance economic, social and cultural value of land in designated waterfront area
- Tri-government body led by an independent Board
- **Intergovernmental Steering Committee** (IGSC) a focal point for management and coordination on matters related to TWRI – current IGSC Chair held by INFC DM Gillis
- Major Waterfront projects currently include Port Lands Flood Projection and, in partnership with Sidewalk Labs, the proposed **Quayside development**

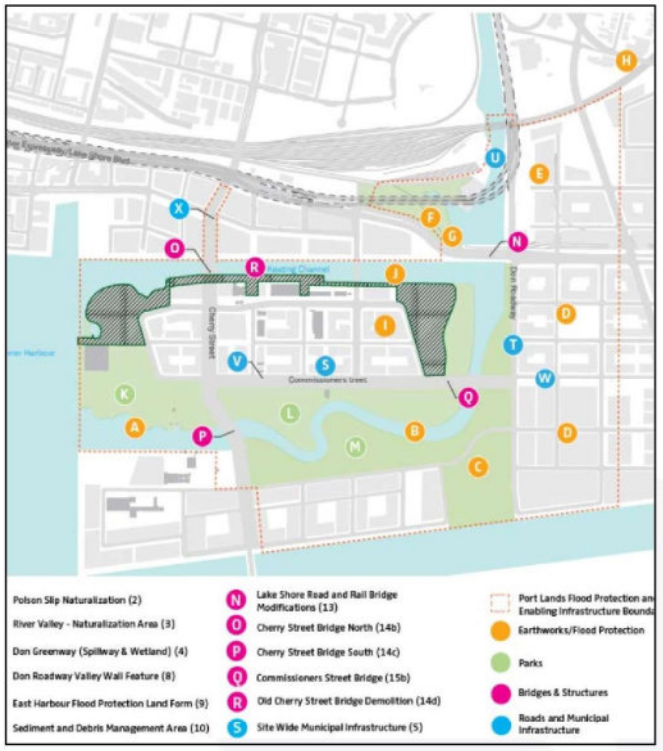
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Where is the Quayside site?

A 4.9-hectare (12-acre) development site situated along Toronto's eastern waterfront, within walking distance of the central business district







Port Lands Flood Protection Project area is next to Quayside site

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Waterfront's Objective for Quayside

- **In 2016:** Waterfront recognized an opportunity to advance ambitious sustainability and innovation mandates in Quayside
- Wanted to bring on a partner with a fresh vision on addressing pressing urban challenges – climate change, affordability, creating jobs and prosperity – while also having the financial capacity to fund the planning process
- **March 2017:** Waterfront launched RFP seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future; selection of Sidewalk Labs announced in October, 2017
- **July 2018:** Waterfront signed a Plan Development Agreement (PDA) with Sidewalk that sets-out basic terms and principles for developing a Plan for Quayside

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Sidewalk's Vision for Quayside

- A people-centred community combining innovative urban design and new digital tech that addresses some big challenges facing cities, e.g. energy use, housing affordability, and transportation



- Will also explore "at scale" development proposals that could be rolled-out on Toronto's eastern waterfront

Sustainability

Complete Communities

Prosperity

Partnership & Investment

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Quayside MIDP

- Sidewalk has been engaged by Waterfront to bring forward proposal for Quayside in the form of a **Master Innovation and Development Plan (MIDP)** founded on several "pillars" – not just a data play

MIDP Pillars	
SUSTAINABILITY Climate positive community	**COMMUNITY & CITY SERVICES** Close-knit, health community with seamless access to vital daily services
PUBLIC REALM Designed for the entire region, vibrant year-round	**HOUSING AFFORDABILITY** Inclusive, affordable communities for people of all ages, abilities and means
MOBILITY Competitive, safer alternatives to the private automobile	**DIGITAL PLATFORM** Open digital infrastructure that inspires innovation
BUILDINGS A built environment that is more usable, efficient and affordable	**PRIVACY & DATA GOVERNANCE** A new standard for transparent, accountable and responsible data use

"…Sidewalk Toronto will transform Quayside into a thriving hub for innovation and a community for tens of thousands of people to live, work, and play. This project offers unprecedented opportunities for Canadian innovators and will create thousands of good, middle class jobs. The new technologies that emerge from Quayside have the potential to improve city living – making housing more affordable and public transit more convenient for Canadians and their families."

Prime Minister Justin Trudeau, October 17, 2017

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MIDP Process to Date

Expert & Public Engagement

Digital Strategy Advisory Panel (DSAP)

- Arms-length body created in April 2018 to provide Waterfront with objective, expert advice on responsible data and technology use for Quayside, including data governance aspects of MIDP
- Integrating efforts with other experts and groups (MaRS, Toronto Board of Trade)

Waterfront Civic Labs

- Bringing experts from tech, government, academia and private and non-profit sectors to provide feedback on considerations applicable to Quayside project

Tri-government Briefings

- Hosted by Waterfront for tri-government senior officials as MIDP is being developed

[redacted]

Sidewalk Public Roundtables

- Four roundtables to date covering MIDP workplan, public realm, streets, buildings, site plan, sustainability, affordable housing, social infrastructure and digital governance

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MIDP - Federal Touchpoints

- Consideration of Quayside proposal expected to involve multiple touchpoints across federal government, including with respect **infrastructure and innovative finance**



Innovative technology uses
ISED, INFC, OPC, TBS,

Data governance / IP
ISED, StatsCan, OPC, TBS, INFC

Funding transit & other infra
TC, INFC

Autonomous vehicles
ISED, TC, INFC

Affordable housing
CMHC, ESDC, NRCan

Sustainability
NRC, NRCan, ECCC, ISED, INFC

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MIDP Timelines & Next Steps

- Complete draft MIDP for governments' review expected in spring 2019 –
  - 3-volume document comprising:
    - development plans at different scales
    - innovative technology solutions
    - business terms and financial approach to implementation
- Public consultation draft to follow – engagement through summer 2019
- 'Final' draft for Waterfront Board consideration targeted for September 2019
- Waterfront Board must endorse the plan before it can be adopted and implemented

[redacted]

- As it is a plan, should it advance, individual components brought forward for implementation will be subject to multiple City approvals and provincial/federal regulations as appropriate

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Ontario AG Audit: Waterfront Toronto

- Ten recommendations (four directed at ON Ministry of Infrastructure "in conjunction with its government partners"; six directed at Waterfront management) focus mostly on:
  - making continuous improvements to Waterfront's project management;
  - improving government oversight of Waterfront, including setting performance measures for the corporation; and
  - ensuring that Waterfront has necessary authorities to carry-out its mandate.
- Covers some 15 years of activity; is timely and helpful in planning for future of Toronto's waterfront

[redacted]

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Page 117
is withheld
pursuant to paragraphs
21(1)(a) and 21(1)(b)
of the *Access to Information Act*

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La page 117
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information

ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: February 6, 2019 5:01 PM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: CoS Briefing - prep session w Glenn
Attachments: Glenn Campbell TPs DAC cttee Fri, Feb 8.docx

Importance: High

Tracking:

Recipient	Delivery
Faraday-Smith, Nancy (INFC)	Delivered: 2019-02-06 5:01 PM

- I put the DAC TPs in a separate word doc (attached) and saved it in the link below where the deck is. Added a few more details on the AG report. [redacted]

- CoS prep session got re-scheduled to tomorrow at 10am. Glenn also wants us to accompany him to the actual briefing at 11am.

[redacted]

- Glenn had some edits to my GTAA debrief. Working on them.

- Will work on QP card update tonight.

Upcoming deadlines include: TRAN note updates (Friday), Doctoroff meeting note (Feb 15).

G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\TWRI Placemat and decks\Glenn Campbell TPs DAC cttee Fri, Feb 8.docx

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From: Faraday-Smith, Nancy (INFC)
Sent: February 6, 2019 11:50 AM
To: Tippins, Shawn (INFC)
Subject: RE: CoS Briefing - prep session w Glenn

ON DAC, I took a look at the talking points, made a few edits (see attached). You may want to ask Marcia if he likes note pages or if it would be better to put TPs into a word doc, with Slide 1, Slide 2 headings etc.

[redacted]

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From: Tippins, Shawn (INFC)
Sent: February 6, 2019 11:42 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: CoS Briefing - prep session w Glenn

[redacted]

From: Faraday-Smith, Nancy (INFC)
Sent: February 6, 2019 11:31 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: CoS Briefing - prep session w Glenn

[redacted]

From: Tippins, Shawn (INFC)
Sent: February 6, 2019 11:15 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: CoS Briefing - prep session w Glenn
Importance: High

Hi – Glenn's CoS briefing got moved up to tomorrow (at 11am) so he would like to a prep meeting today at 3:45pm – said something about needing a 'briefing plan'. Don't know if your schedule permits your attendance, but wanted to let you know. Will forward the invite.

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SLIDE 2 - OVERVIEW

- Thank you for the opportunity to speak with you today about Waterfront Toronto
- Waterfront constitutes a significant part of the Infrastructure and Communities Portfolio

SLIDE 3 – WHAT IS WATERFRONTY TORONTO

- Tri-government arm's length agency established in provincial statute (2001)
- Manages the Toronto Waterfront Revitalization Initiative (TWRI) on behalf of Ontario, Toronto, Canada. Mandate goes to 2027/28 with an early wind-up option from 2023 onward
- Initial allocation of tri-government funding from 2001 -2016. Canada contributed $500M
- Governance and oversight provided by an independent Board of Directors – 3 orders of government each appoint four representatives
- Minister of Infrastructure and Communities responsible for federal matters relating to the TWRI

SLIDE 4 – WHERE IS THE QUAYSIDE SITE?

- Quayside
    - Small parcel of land where Waterfront is proposing to pilot innovative tech and urban design solutions to address pressing urban challenges
- The Quayside site sits adjacent to the "Port Lands," an area of Toronto's eastern waterfront where existing federal investments are being carried-out by Waterfront
- Cherry Street Stormwater and Lakefilling Project; Port lands Flood Protection and Enabling Infrastructure Project:
    - $1.25B between the three levels of government ($146M contribution from GoC announced June 2017)

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- Minister attended official Port Lands ground-breaking in November; project goes to 2025

SLIDE 5 – WATERFRONT'S OBJECTIVE FOR QUAYSIDE

- Waterfront sought innovation and funding partner with fresh vision on addressing urban challenges
- Competitive RFP process (March – Oct 2017); international search led by Steering Committee (included members of Waterfront Board)
- Announced Sidewalk Labs partnership Oct 2017
- No federal investment in Quayside project

SLIDE 6 – SIDEWALK'S VISION FOR QUAYSIDE

- As you can see, this slide gives a sense of how Sidewalk Labs has portrayed its vision for Quayside in the Public Eye.

SLIDE 7 - QUAYSIDE MIDP

- Sidewalk drafting MIDP in consultation with Waterfront, external experts and general public
- Waterfront engaging government partners as MIDP evolves
- Will include a broad set of proposals on mobility, sustainability, buildings, affordable housing, data governance, etc.
- To be underpinned by a business case that discusses business terms, financial approach to implementation

SLIDE 8 – MIDP PROCESS TO DATE: Expert & Public Engagement

- Key context:

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[redacted]

SLIDE 9 – MIDP – FEDERAL TOUCHPOINTS

- MIDP will have multiple federal touch-points. [redacted]

SLIDE 10 – MIDP TIMELINES & NEXT STEPS

[redacted]

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[redacted]

SLIDE 11 – ONTARIO AG AUDIT: WATERFRONT TORONTO

- Released on December 5th. Covered 15 years of Waterfront activity. [redacted]

- 10 discrete recommendations (4 directed at Ontario and "partner governments"; 6 at Waterfront). Recommendations directed at gov'ts concern:

    - Reviewing Waterfront's mandate to ensure alignments with public and gov'ts' vision for waterfront revitalization; eliminating mandate overlap with other entities
    - Developing tri-gov't framework to guide project funding decisions; dispute resolution process
    - Establish and publicly report against corporate performance measures linked to Waterfront's legislated objectives; encourage broader public input of waterfront revitalization not just local residents.
    - Conduct further study and engagement around roles and rsponsibilities for smart city projects.

- Following release of the Report, Ontario removed four provincial Board members in December- including Chair. Positions are presently unfilled

[redacted]

SLIDE 12 – OVERALL OPPORTUNITIES / RISKS

- Reminder that Waterfront is an arm's length corporation governed by an independent Board of Directors

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- Port Lands Flood Protection project and proposed Quayside initiative are of primary interest to INFC / federal government

- Quayside proposal (MIDP) just a Plan; will be subject to significant due diligence and review; if endorsed by Waterfront Board, any specific proposals moving forward for implementation will need approvals at appropriate level of government

[redacted]

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ATIA - 19(1)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 8, 2019 4:17 PM
To: Tippins, Shawn (INFC)
Subject: Re: Notes from Departmental Audit Committee meeting on Waterfront

[redacted]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Tippins, Shawn (INFC)
Sent: Friday, February 8, 2019 3:45 PM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC)
Subject: Notes from Departmental Audit Committee meeting on Waterfront

Please find below my notes from today's DAC discussion of Waterfront Toronto:

[redacted]

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Cariaga, Flordeliza (INFC)

From:	Faraday-Smith, Nancy (INFC)
Sent:	February 12, 2019 1:54 PM
To:	Zewede, Heywet (INFC)
Cc:	INFC.O IPI.admo-BSMA.IPI O.INFC; Tippins, Shawn (INFC)
Subject:	RE: TASKING (IPI): Minister meeting with Dan Doctoroff (due Feb-15)
Attachments:	49205 Feb 25 meeting with Dan Doctoroff.doc; Annex B - Initial Letter.pdf; Annex C - SWL deck.pdf

Hi Heywet,

For Glenn's review/approval, attached are the documents related to this tasking. I'll bring hard copies your way momentarily. The documents are all saved here: G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\Memos\49205 - Feb 25 MIN meeting with Dan Doctoroff.

Let me know if there's anything else you need!
Nancy

From: Zewede, Heywet (INFC)
Sent: January 11, 2019 10:25 AM
To: Tippins, Shawn (INFC) ; Faraday-Smith, Nancy (INFC)
Subject: FW: TASKING (IPI): Minister meeting with Dan Doctoroff (due Feb-15)

Good morning,

Please find the tasking below FYA.

Happy Friday,
Heywet

From: Paravan, Christina (INFC)
Sent: January 11, 2019 10:24 AM
To: O'Grady, Tammy (INFC) <tammy.ogrady@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>
Subject: TASKING (IPI): Minister meeting with Dan Doctoroff (due Feb-15)

Good morning IPI,

The meeting with Dan Doctoroff is now scheduled on February 25th at 11:15 am, 10-009. Please provide material in support/updates no later than 4:00 p.m. on February 15th, 2019.

Please advise if a WebCIMS number was created for the Minister as the below number was created for the Deputy.

Thank you,

Christina Paravan

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From: O'Grady, Tammy (INFC)
Sent: November 28, 2018 5:04 PM
To: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>
Subject: RE: URGENT TASKING (IPI): Minister meeting with Dan Doctoroff (due Nov-28)

New WebCims - #49217

From: O'Grady, Tammy (INFC)
Sent: November 27, 2018 12:48 PM
To: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>; INFC.O PR.ADMO.Users / Utilisateurs.PR.BSMA O.INFC <infc.pr.admo.users-utilisateurs.pr.bsma.infc@canada.ca>; INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>; INFC.F CS ADM Office / Bureau du SMA SM F.INFC <infc.csadmoffice-bureaudusmasm.infc@canada.ca>; INFC.O Comm DGO Users / Utilisateurs Comm BDG O.INFC <infc.commdgousers-utilisateurscommbdg.infc@canada.ca>; INFC.O CorpSec.MCTU.Users/Utilisateurs.Secmin.UCMV O.INFC <infc.corpsec.mctu.usersutilisateurs.secmin.ucmv.infc@canada.ca>; Geerts, Line (INFC) <line.geerts@canada.ca>; Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Corporate Sec / Sec Ministériel (INFC) <infc.corporatesec-secministeriel.infc@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: URGENT TASKING (IPI): Minister meeting with Dan Doctoroff (due Nov-28)

Good afternoon IPI,

The attached note was prepared for a meeting scheduled between the Minister and Dan Doctoroff back in October – the meeting never took place. It has been rescheduled for December 6th at 4:00 in the Minister's office (10-014). Please update the note, as necessary, and provide to our office by COB tomorrow (4:00 pm), November 28th. WebCims #49205.

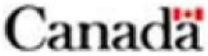
Thank you,

Tammy O'Grady
Coordination and Special Projects Officer | Agente de coordination et projets spéciaux
Deputy Minister's Office | Bureau du sous-ministre
Infrastructure and Communities | Infrastructure et Collectivités

Infrastructure Canada
427 Laurier Avenue West, 10th Floor, Ottawa, ON K1R 5C7
tammy.ogrady@canada.ca

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Government of Canada | Gouvernement du Canada





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SCENARIO NOTE TO THE MINISTER

MEETING BETWEEN MINISTER OF INFRASTRUCTURE AND COMMUNITIES AND DAN DOCTOROFF, CEO, SIDEWALK LABS

MEETING DETAILS

- **DATE/TIME**: Monday, February 25, 2019, 11:15 a.m.
- **LOCATION**: Minister's Office (10-014)
- **PARTICIPANTS**:
  - The Honourable Francois-Philippe Champagne, Minister of Infrastructure and Communities
  - Dan Doctoroff, Chief Executive Officer, Sidewalk Labs (see Bio in Annex A).

PURPOSE

- To learn about Sidewalk Lab's (Sidewalk) plans to reimagine Toronto's eastern waterfront as a smart city pilot, and how they see this vision being adopted in areas across Canada.

HIGHLIGHTS/KEY CONSIDERATIONS

- Sidewalk is working with Waterfront Toronto on a development plan that aims to see the eastern waterfront Quayside area become a new technology-enabled neighbourhood where digital solutions and forward-thinking urban design could be tested and applied to improve the quality of life for people in cities.

- This meeting presents an opportunity to learn how the Quayside proposal is unfolding in collaboration with Waterfront Toronto, and Sidewalk plans for public engagement on key aspects of the Quayside plan (e.g., data collection, governance, ownership as well as privacy) in advance of completing a draft of the Master Innovation and Development Plan (MIDP) by spring 2019. See introductory letter from Mr. Doctoroff in Annex B.

- Sidewalk's broader vision as a company is to "blend people-centered urban design with technology to achieve new standards of sustainability, affordability, mobility, and economic opportunity" and they have signalled interest in partnering with governments on this vision.

- Given its breadth of ambition, the Quayside development plan will implicate the mandates of different departments and ministries across the three orders of government. INFC continues to work as the portal into the federal government as specific policy issues and engagement opportunities around Quayside emerge.

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KEY BACKGROUND

- Waterfront Toronto is an independent agency created in 2001 (formally under provincial statute) by Canada, Ontario and the City of Toronto to manage the Toronto Waterfront Revitalization Initiative. Sidewalk was created by Google's parent company Alphabet in 2015 to design, test, and build urban innovations.

- In October 2017 Waterfront Toronto selected Sidewalk as a funding and innovation partner for the 12-acre Quayside site, following a public and global competitive RFP process. The official announcement was attended by the Prime Minister.

- Under an agreement between Waterfront Toronto and Sidewalk, the company has committed $50 million towards fully developing a long-term development plan for Quayside. No lands or other rights have been committed to Sidewalk.

- Sidewalk will also consider moving Google Canada's headquarters to the waterfront area as an anchor for the urban innovation cluster, and has committed to promoting innovation in Toronto through establishment of a new institute.

- As part of the MIDP process, Sidewalk, working with Waterfront Toronto, began a series of Public Roundtables to engage on certain aspects of its development proposal e.g., public realm design, buildings. However, lesser-known details regarding plans for data collection, data use, privacy and procurement/intellectual property quickly surfaced questions from the public around these more challenging aspects.

- On October 18, 2018 Sidewalk outlined their draft proposal for a Quayside digital governance framework at a meeting of Waterfront Toronto's arms-length Digital Strategy Advisory Panel (DSAP) (see full deck attached as Annex C).

    - The proposals include development of responsible data use guidelines; the application of open data standards and requirement for a Responsible Data Use Impact Assessment; and, the creation of a Civic Data Trust, an independent entity to control, manage and make publicly accessible all data that could reasonably be considered a public asset.

- Waterfront and Sidewalk continue to work with the DSAP, other data experts and members of the public to refine a proposed data governance framework for incorporation into the MIDP. INFC is closely monitoring this activity as it evolves.

- While there detractors, many supporters of Quayside point to the benefit of positioning Toronto at the leading edge of experimentation and urban innovation, as well as setting new benchmarks for digital governance.

- As it may pilot first-to-market technologies, the Quayside project is expected to generate much larger, at scale, proposals that will need to be weighed against current policies at federal, provincial and municipal level. More broadly it may test the balance between fostering innovation and promoting community investment and appropriate frameworks for public trust, namely digital governance laws and regulations.

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- Both Waterfront Toronto and Sidewalk have been encouraged to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the DSAP that will help identify and frame policy issues that will arise under the planning for Quayside.

- Importantly, Waterfront Toronto management will need to formal endorsement of the MIDP by its independent Board of Directors before it can be adopted. Given it is a Plan, any individual components brought forward thereafter for implementation would be subject to multiple City approvals and provincial/federal regulations and approvals as appropriate.

PROPOSED TALKING POINTS/PROPOSED QUESTIONS

- Waterfront Toronto constitutes a significant part of the Infrastructure and Communities Portfolio. Therefore we are following the Quayside proposal closely.

- Public trust and community engagement on Quayside is key and due process is important to that outcome.



- We also look forward to seeing how the components of the full plan balance innovation and public trust, particularly as it relates to data governance.

- As you know, the Government of Canada is thinking hard on appropriate policy frameworks to support innovation while also protecting the privacy of Canadians.

Questions

- Are you able to shed light on how the plan is coming together and the process you are following in collaboration with Waterfront Toronto?

- How much of the plan is scalable or could be scoped differently?

- Will there be options around who delivers various components of the plan?

- How does Sidewalk plan to monetize its involvement as a business?

- What is Sidewalk's view on how the manage and address issues and perceptions around digital governance and data usage?

- What are the key challenges and impediments you see in developing the plan and creating sufficient public and government support to make it a reality?

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Mr. Dan Doctoroff
Chief Executive Officer, Sidewalk Labs



Dan Doctoroff is Chairman and Chief Executive Officer of Sidewalk Labs. Prior to joining Sidewalk Labs, Dan was President and Chief Executive Officer of Bloomberg L.P., the leading provider of news and information to the global financial community. During the seven years that he led the company, despite the 2008 financial crisis, Bloomberg's organic revenues nearly doubled.

Prior to joining Bloomberg L.P., Dan served as Deputy Mayor for Economic Development and Rebuilding for the City of New York. With Mayor Michael R. Bloomberg, Dan led the city's dramatic economic resurgence, spearheading the effort to reverse New York's fiscal crisis after 9/11 through a five-borough economic development strategy. This plan included the most ambitious land-use transformation in the city's modern history; the rebuilding of the World Trade Center site; the largest affordable housing program ever launched by an American city; and the formation of new Central Business Districts and Industrial Business Zones. Dan also oversaw the creation of PlaNYC, New York's path-breaking sustainability plan.

Before joining the Bloomberg administration, Dan was Managing Partner of the private equity investment firm Oak Hill Capital Partners. While at Oak Hill, Dan founded NYC2012, the organization that spearheaded efforts to bring the Olympic Games to the city.

Dan serves on the Boards of the University of Chicago, World Resources Institute, United States Olympic Committee, Bloomberg Philanthropies and Human Rights First. He is the founder of Target ALS, which raises funds for and has established a new model of collaboration to advance ALS research. He is a founder and chairman of Culture Shed, an innovative new cultural institution at the Hudson Yards in Manhattan.

Dan is a graduate of Harvard College and The Law School at the University of Chicago.

A native of Michigan, Dan has lived in New York for the past 32 years with his wife, Alisa. The Doctoroffs have three grown children.

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SIDEWALK LABS

The Honourable Francois-Philippe Champagne
Minister of Infrastructure and Communities
180 Kent St, Ottawa, Ontario, Canada
K1P 5P5

Dear Minister Champagne,

Congratulations on your recent appointment as Minister of Infrastructure and Communities. Sidewalk Labs supports your government's objective to make Canada a great place to invest and build jobs for the middle class — and we look forward to working together with you to achieve this.

Our mission as a company is to dramatically improve quality of life for people in cities by combining digital technology and forward-thinking urban design. Growing cities face many challenges: longer commutes, higher rents, and unevenly distributed economic opportunities.

We are working to tackle these challenges on Toronto's waterfront through a project called Sidewalk Toronto, working in partnership with the tri-government agency Waterfront Toronto, the city, and the local community. We believe Sidewalk Toronto can achieve new levels of prosperity and affordability and make Toronto and Ontario a global hub for urban innovation — leading to significantly more jobs, businesses, and investments in the future of this great region.

Sidewalk Labs has already committed US$50 million to develop the plans for Sidewalk Toronto and engage stakeholders in Toronto and Ontario. We have hired 16 employees in Canada already this year and employ 45 Canadian firms to support our work. Earlier this month, we opened a new waterfront office and a place for the public to participate in our innovation and development process.

And this is just the beginning.

Over the next four years, Sidewalk Labs and our parent company, Alphabet, want to work with you to deliver a plan that will lead to thousands of new jobs and billions of dollars of new investment in essential infrastructure.

While our primary focus is on Toronto's waterfront, we believe many of the solutions and innovations developed there can be adopted by other areas or neighbourhoods throughout the country, leading to benefits for more Canadians. We will partner with Canadian universities and companies to help local startups scale and help local workers find jobs in growth sectors such as technology. Most of all, we will

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create the open conditions for Canadians to launch new companies of their own — turning the waterfront in Toronto into a hub for entrepreneurs trying to build the next great global business.

As soon as you are available, I would like to arrange for a meeting to discuss how we can partner to reimagine Toronto's eastern waterfront and create jobs and economic growth for Canada. Please have your team contact me at [redacted] and I would be happy to discuss the Sidewalk Toronto project with you further.

Congratulations again on your appointment to this important and exciting new role.

Sincerely,

[redacted]

Daniel L. Doctoroff
CEO

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Sidewalk Labs

October 2018

Digital Governance Proposals for DSAP Consultation

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Sidewalk Labs started with a belief...

By integrating forward-thinking urban design and technological solutions we aim to address urban challenges experienced around the world and fundamentally improve quality of life in cities.

We began by speaking with experts from around the world in fields like mobility, affordable housing, construction, technology, policy, planning, and governance.

From those conversations we envisioned new experiences that could be possible in a new type of city.

Among the new experiences we imagined, we recognized a common theme — that many involved utilizing data in new ways.

We knew that technology could catalyze these solutions, and data would make them better. But we also knew that data for data's sake or tech for tech's sake would not improve quality of life.

From the outset we knew that the monetization of data would not be part of our business model. That is why we committed not to sell personal information or use it for advertising purposes.



The New York Times

TECHNOLOGY

Sidewalk Labs, a Start-Up Created by Google, Has Bold Aims to Improve City Living

June, 2015

The Silicon Valley giant is starting and funding an independent company dedicated to coming up with new technologies to improve urban life. The start-up, Sidewalk Labs, will be headed by Daniel L. Doctoroff, former deputy mayor of New York City for economic development and former chief executive of Bloomberg L.P. Mr. Doctoroff jointly conceived the idea for the company, which will be based in New York, with a team at Google, led by its chief executive, Larry Page.

The founders describe Sidewalk Labs as an "urban innovation company" that will pursue technologies to cut pollution, curb energy use, streamline transportation and reduce the cost of city living. To achieve that goal, Mr. Doctoroff said Sidewalk Labs planned to build technology itself, buy it and invest in partnerships.

A FEW SPECIFIC EXAMPLES

Streets that prioritize safety, pedestrians, and cyclists, because they are designed to anticipate shared, self-driving vehicles that wouldn't need much parking and could communicate with each other and with adaptive traffic lights. This would mean significant amounts of street space given back to pedestrians and cyclists, less congestion, and improved safety.

Buildings with a far more diverse and vibrant mix of uses as a result of "outcome-based code," which doesn't require uniformity of use but rather ensures structural integrity, air quality, and noise levels through conditions-sensing technology.

Significantly reduced carbon emissions achieved by technology that monitors and manages energy demand across the neighbourhood.

...and many more

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We conducted extensive consultations on responsible data use

Over the past year, as Sidewalk Labs prepares a "Master Innovation and Development Plan," we have had extensive consultations with experts, government, regulators, and residents in Toronto and across Canada.

We engaged Dr. Ann Cavoukian, the three-term Information and Privacy Commissioner of Ontario, who created the internationally adopted **Privacy by Design framework**, as an advisor to the project.

We meet regularly with privacy regulators to talk about our plans and seek guidance. Sidewalk Toronto is the first participant in the Office of the Privacy Commissioner of Canada's newly formed Business Advisory Directorate.

We convened a Data Governance Working Group of academics, former regulators, technologists including Canada's leading expert on de-identification, private sector leaders, and community representatives who have advised us on topics ranging from responsible data use in product development to governance and stewardship issues.

We talked to the private sector—early stage startups and large multinationals—about what they see as key opportunities and challenges.

We participated in the public consultations around Canada's National Data Strategy.

We carefully considered feedback from public roundtables, the Residents Reference Panel, and the Sidewalk Toronto Fellows report.

We studied examples from around the world of best practices, policy innovations, and lessons learned.

We welcomed thousands of people from Toronto and around the world to *307* to engage with our team in conversations about every issue we are looking at, including data.

We established a research grant program to explore a range of complex issues, including the intersection of privacy and the collection of non-personal information in the physical environment.





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We engaged privacy regulators on issues related to digital governance

Excerpt from the Office of the Privacy Commissioner of Canada
(Annual Report to Parliament, September 27, 2018).

We announced in May 2018 our first advisory project involving Sidewalk Toronto, a smart-city endeavor between Waterfront Toronto and Sidewalk Labs,

owned by Google's parent company Alphabet. The initiative involves building a technology-driven neighbourhood on the city's eastern waterfront that includes sensors aimed at helping city planners find efficiencies.

Understandably, it is raising many questions about data collection, privacy, where the information will be stored and how it might be used.

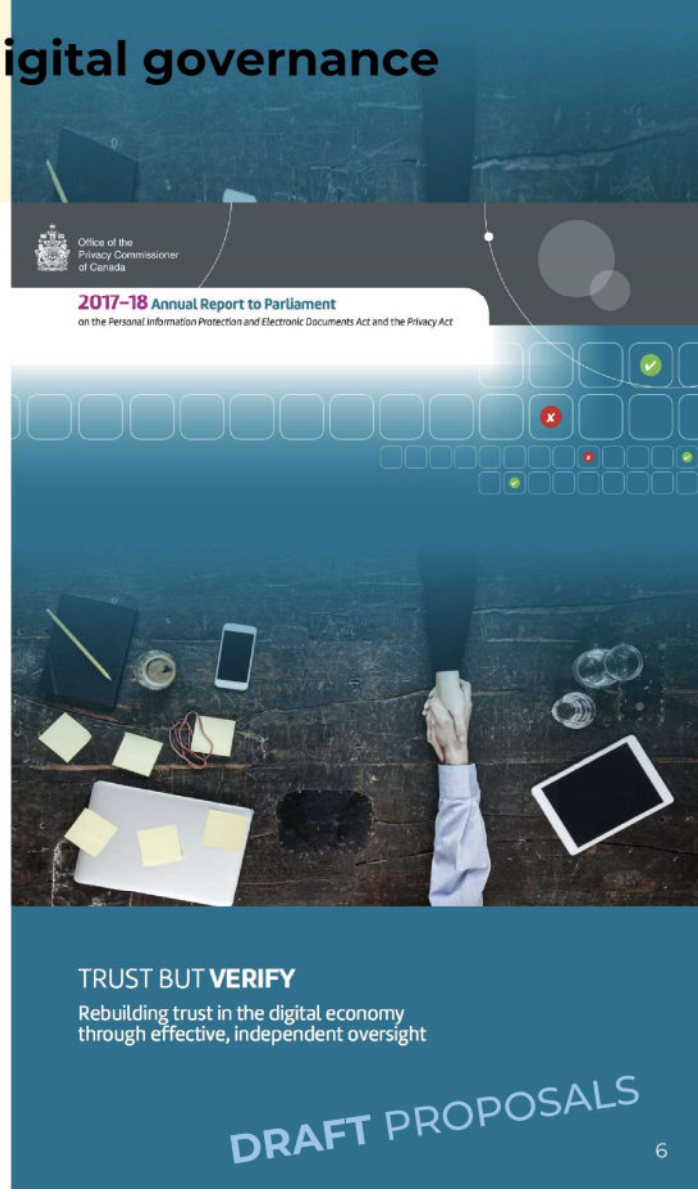
Along with colleagues from the Office of the Information and Privacy Commissioner of Ontario, members of our Business Advisory Directorate met with those behind the project to learn more about it and how they were addressing some of these privacy concerns.

We also reminded officials of key privacy principles, including identifying the purposes for collection, obtaining consent, ensuring individuals could access their own personal information and being accountable for protecting the data and being clear about who owns it.

Overall, we are encouraged by Sidewalk Toronto's efforts to proactively address privacy and data security in the design and implementation of the initiative.

Given the project is still in its early stages, we are continuing to monitor developments and proactively engage with Sidewalk Toronto officials as it progresses. We also hope the advice we provide will be helpful as other smart city initiatives pop up across the country.

Office of the Privacy Commissioner of Canada



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A range of concerns and questions surfaced with regard to data and the Quayside project

Confusion about Sidewalk Labs' plans related to data, exacerbated by the time it has taken to work through complicated issues

Concern that data monetization is a key part of Sidewalk Labs' business model

An array of questions:

- **Is Sidewalk Labs**, and this project, intended to be a data source for Google?
- **How will data—particularly data collected in the physical environment**, which some argue should be considered a public asset—be protected and governed?
- **Who will own and control the data** that originates in Quayside's physical environment?
- **How do we address the difficulty of obtaining consent** when collecting data in the physical environment?
- **What are the respective roles of Sidewalk Labs**, other private sector players, and governments when it comes to data and technology?
- **How do we ensure all innovators**, including Sidewalk Labs, will be on equal footing in Quayside?
- **How do we make sure the protections of Canadian law apply to all data** originating in Quayside?

AN ONGOING, COLLABORATIVE PROCESS

This presentation to the Waterfront Toronto Digital Strategy Advisory Panel includes ideas formed in response to what we've heard and learned.

We will use this opportunity and ongoing consultations to further develop these ideas into components of the **Master Innovation and Development Plan, a draft of which will be released in early 2019.**

In the coming months, we will return to the DSAP for discussion of several other topics: intellectual property; charter, governance structure and implementation of the Data Trust; data security, including technological approaches to protecting personal identity and information; and case studies on technologies planned to be implemented by Sidewalk Labs in Quayside. We will also continue conversations on the Responsible Data Use Guidelines and the Responsible Data Impact Assessment.

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Sidewalk Labs determined that Privacy by Design would be embedded into all of our projects, from the beginning

Privacy by Design is an essential component of fundamental privacy protection that served as Sidewalk's first building block as we formulated an approach to Responsible Data Use.

FOUNDATIONAL PRINCIPLES	SIDEWALK LABS' IMPLEMENTATION
Proactive not Reactive *Preventative not Remedial*	Sidewalk Labs is developing and will utilize cutting edge privacy-enhancing technologies including k-anonymity, edge computing, and other de-identification techniques.
Privacy Embedded into Design	Sidewalk Labs conducts Responsible Data Impact Assessments (RDIAs) to enable consistent and transparent decision making. Every project/product starts with a detailed, nuanced discussion of how it is going to interact with data and protect the rights of individuals.
Privacy as the Default Setting	Sidewalk Labs designs projects/products to add value *without* collecting personal information if possible. If personal information is required, Sidewalk destroys the data as close to the source as possible; or de-identifies data using world-class techniques.
Full Functionality *Positive-Sum, not Zero-Sum*	Sidewalk Labs not only embeds privacy into urban development projects, but seeks to develop technologies that benefit the project as well as enhance privacy for the individual.
End-to-End Security *Full Lifecycle Protection*	Sidewalk Labs engages the best and brightest tech and policy thinkers to inform our processes and practices. Sidewalk utilizes (and develops) state of the art technology and processes to protect personal information from loss, theft, and unauthorized access.
Visibility and Transparency *Keep it Open*	Sidewalk Labs proactively communicates the reason we are collecting data and the benefits to individuals when we ask for their personal information, in a clear and easy to understand manner.
Respect for User Privacy *Keep it User-Centric*	Sidewalk Labs is developing ways of providing services which allow user-centric data management and anonymous authorization for access control.

PRIVACY BY DESIGN

In October 2010, regulators at the International Conference of Data Protection Authorities and Privacy Commissioners unanimously passed a resolution recognizing Privacy by Design as an essential component of fundamental privacy protection.

Privacy by Design embeds privacy measures into the design of a project, asking questions such as: *"What is the minimum data you really need to accomplish the goal?" and "Do you need personal information, or can you accomplish it with de-identified data?"*

Since then, Privacy by Design has developed Into a global presence and has been translated into 40 languages.

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We established and continue to refine Responsible Data Use Guidelines that serve as a foundation for our work

These Responsible Data Use Guidelines guide our work on the development of policies that implement **Privacy by Design** and address data stewardship and access to data.

- **People first.** All projects must apply Canadian values of diversity, inclusion, and privacy as a fundamental human right.
- **Beneficial public purpose.** There must be a clear public purpose and value to the proposed use of Urban Data. A proposal cannot collect data for data's sake.
- **Transparency and clarity of usage.** Projects must always inform individuals of how and why their information is being collected and used, and do so in a way that is proactive, clear, and easy to understand. For Urban Data in public spaces, where meaningful consent cannot be reasonably or reliably achieved, clarity of usage can include efforts such as physical signs notifying people of a data device, or informational websites describing a service or program in greater detail.
- **Meaningful consent.** If a person opts into a service that uses individual identification, that person must have meaningful consent or control over how the information is used. Meaningful consent must go beyond current privacy policies, which are typically long and written in legalese, balancing the substance necessary for legal consent with a simplicity that people can understand.
- **De-identify by default.** Urban Data that includes personal information must be "de-identified" by default — designed not to trace back to any individual. For example, if a traffic counter collects an image of three cars that includes license plates, this data can be de-identified by processing a count of "three cars" and deleting the raw image containing the license plate information. Once de-identified, a data set is considered to no longer contain personal information, as the risk of re-identification is extremely low.
- **Open by default.** All de-identified Urban Data gathered in the public realm will be made open, free, and available in the public domain by default to encourage innovation and reflect the role of Urban Data as a collective good.
- **No ads by default.** By default, companies, organizations, or individuals will not sell Urban Data containing personal information to third parties or use it for advertising purpose.

NEED FOR A ROBUST FRAMEWORK

The pace at which the world is changing has underscored the need — and the opportunity — to create a new framework for responsible data use in Quayside:

- **People are more connected now** than ever before, and the proliferation of data raises real concerns about the impact on personal privacy.
- **Recent high-profile examples of data and privacy breaches** or misuse have further evidenced the potential impact of inadequate privacy protection.

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Sidewalk Labs' proposed approach to digital governance aims to serve as a model for cities around the world

Sidewalk's proposed approach to digital governance in Quayside will demonstrate to Toronto, Canada, and the rest of the world that cities do not need to sacrifice their values of inclusion and privacy for opportunity in the digital age.

Our approach to digital governance is based on the position that:

- **Independent governance** is necessary to protect personal and public interests across areas of data stewardship, privacy, access, and, security—in addition to government enforcement of Canadian and Ontario privacy laws and regulations
- **All parties**, including Sidewalk Labs, collecting and/or using data in the physical environment of Quayside will be held to the same high standards of digital governance
- **Information architecture and services** should be open, enabling and promoting innovation by the many, not the few

Based on these positions, we propose four key components of a framework for digital governance in Quayside:

- **Responsible Data Use (RDU) Guidelines**: Application of the guidelines to all parties in Quayside, not just Sidewalk Labs, to put personal privacy and the public good first, while fostering innovation
- **Civic Data Trust**: An independent entity to control, manage, and make publicly accessible all data that could reasonably be considered a public asset, and a set of rules that would apply to all entities operating in Quayside, including Sidewalk Lab. With the Data Trust, we move away from entities, including Sidewalk Labs, solely owning and controlling these assets.
- **Responsible Data Impact Assessment (RDIA)**: Publicly auditable assessment for all public and private digital services required before data is collected and used
- **Open Standards**: Sidewalk will base its technology on open standards, making it easy for others to build and connect new services, offer competitive alternatives, and drive innovation; the Data Trust might consider encouraging or requiring open standards, as well

KEY TAKEAWAYS

No one should own original information collected from Quayside's physical environment—including Sidewalk Labs. Instead, this "Urban Data" should be under the control of an **independent Civic Data Trust.**

To protect privacy, all entities proposing to collect or use Urban Data (including Sidewalk Labs) will have to file a **Responsible Data Impact Assessment** with the Trust that is publicly available and reviewable.

With regard to the use of data, **one set of rules will apply to everyone.** Sidewalk Labs will not receive any special treatment.

Sidewalk Labs will use open standards for any digital infrastructure and services it provides—so anyone can plug in or compete.

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Data Trusts are beginning to be used to govern data in urban contexts

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A Civic Data Trust is a model for stewardship and management of data and digital infrastructure that approves and controls the collection and use of data for the benefit of society and individuals.

A Civic Data Trust is particularly useful where data is being collected and used in an urban environment and there are challenges in obtaining meaningful consent.

It is an independent third party that ensures that value from data goes to the people, communities, government, industry, and society from which it was collected, and that data privacy and security are protected. **A Data Review Board**, assembled of diverse members of the community, would monitor and enforce data collection and use.

Other cities, countries, and organizations around the world, including Canada, Barcelona, Estonia, Guernsey Island, and the Copenhagen-Hitachi City Data Exchange, have implemented variations of data trusts.

GLOBAL EXAMPLES OF DATA TRUSTS

Data trusts come in different forms and structures, two of which are:

Barcelona Model: Trusted Intermediary and a Data Commons

Barcelona's CityOS is the city's internal data lake, which is managed by the city's Chief Data Officer. In this model, all of the data is pooled into one central repository, a "commons", and managed by a trusted intermediary. Some datasets are made publicly available under degrees of openness via APIs. Some data is available through Decidim, Barcelona's digital democracy portal, or BCNow, its data dashboard. 'Sentilo' is Barcelona's main sensor platform for environmental or ambient data. Barcelona's projects are funded by the EU Commission's DECODE.

CITYOS
CITY OPEN SOURCED

Estonia Model: API Framework Management

Estonia's X-Road data exchange platform is based on an approach where each collector of data stores its own data, which are standardized and accessed through APIs that are managed by the Trust. It is a repeatable framework of terms and conditions with APIs that allow developers and others to access data for testing, product development, and data analytics.

X-ROAD

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Proposal: A Civic Data Trust for Quayside

The stewardship, management, and responsibility for data that is collected and used needs to sit with an independent entity whose sole responsibility is to protect the public interest.

The Trust would be an independent body with the mandate of being a steward of data collected in the physical environment, which we call **Urban Data**.

- **Following Responsible Data Use Guidelines, the Trust would approve and control** the collection and use of, manage access to, and, potentially, store Urban Data originating in Quayside. This would be on top of—not in the place of—existing law, regulation, and government enforcement.
- **The Trust would, as a default, make de-identified Urban Data freely and publicly accessible—and not owned by any private entity**. The Trust would consider applications to collect Urban Data that involves personal information (e.g. CCTV cameras) or proposals to collect Urban Data on a proprietary or commercial basis.
- **In performing those functions, the Trust would be guided by a charter** focused on ensuring that Urban Data is collected and used in a way that is beneficial to the community, protects privacy, and spurs innovation and investment.
- **The governance of the Trust** would apply to all entities operating in Quayside.

BENEFITS OF THE CIVIC DATA TRUST

- **Protects** the public interest
- **Curtails** private ownership of data that might reasonably be considered a public asset
- **Ensures** compliance with data protection and privacy laws
- **Upholds** a set of values and processes for the beneficial use of data
- **Organizations** can share their data with other entities across different sectors for mutual benefit
- **Access** to different data sources allows us to understand public problems from many angles
- **Opportunities for new**, innovative, and data-driven solutions to public problems
- **Data collection** and use is made transparent
- **Institutions** can better monitor and evaluate the real-world impacts of policies

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Defining Urban Data

Data collected in the physical environment, particularly in public spaces, will be the domain of the Civic Data Trust.

Urban Data is data collected in a physical space in the city, which includes:

- Public spaces, such as streets, squares, plazas, parks, and open spaces
- Private spaces accessible to the public, such as building lobbies, courtyards, ground-floor markets, and retail stores
- Private spaces not controlled by those who occupy them (e.g. apartment tenants)

Urban Data is different from other data and requires a different approach because:

- It could reasonably be considered a public asset.
- Individual consent is hard to achieve in public or publicly accessible spaces, unlike when individuals provide data in more traditional contexts.
- Existing requirements attached to the collection of Urban Data only apply when it is identifiable, and are often not followed; there are no requirements attached to the collection of Urban Data that is not personal information.
- The community has the right to expect reasonable protection and proper use of data collected in these spaces.
- Such data raises potential community surveillance concerns.
- Urban Data is anchored to geography, unlike data collected through websites and mobile phones, and lends itself to local governance.

HOW OUR FOCUS ON URBAN DATA REFLECTS WHAT WE'VE HEARD

It acknowledges the consent challenge involved with Urban Data and puts in place a mechanism to obtain "community consent" by:

- **Placing** governance and oversight in the hands of an independent entity that represents the community interest
- **Requiring** Privacy by Design
- **Providing** transparency for the community
- **Enlarging** the types of data that deserves protection beyond personal information to data that has the potential to impact people
- **Focusing** on the entire ecosystem in Quayside, enabling responsible data use and across the board privacy protections

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Proposal: Civic Data Trust

The Civic Data Trust will follow a clear and consistent process that gives it oversight of Urban Data gathered in the public realm.

The Civic Data Trust will sit at the centre of a process established to ensure adherence to Responsible Data Use Guidelines

01
RDIA Filing

Before any collection and/or use of Urban Data can occur, a Responsible Data Impact Assessment (RDIA) must be conducted and filed with the Civic Data Trust, as part of an application to commence collection and/or use. *(See Section 3 for details)*

02
Approval

Many applications to the Civic Data Trust will be able to be self-certified, submitted, and advanced to the registration step. These will generally be applications for the collection of non-identifiable data that will be made freely and publicly available.

Other applications will require substantive review by the Civic Data Trust. These may involve the collection of Urban Data that is identifiable or collection of Urban Data on a more proprietary basis.

03
Registry

Civic Data Trust will approve placement of devices used to collect Urban Data and maintain an online registry of RDIAs and map of device locations, with easily accessible information on what data is being collected, why, how, where, and by whom.

04
Managing Access

By default, non-personal Urban Data will be open and freely accessible to the public.

In cases where Urban Data access is restricted, the Civic Data Trust will manage access to this data.

This could be accomplished in a variety of ways, from having the Trust actually hold the data as a repository to having it set rules that require collectors to publish data in real time.

05
Enforcement

The Civic Data Trust retains the duty to audit all uses and remove digital devices in the event it discovers a violation.

If the Civic Data Trust were to serve as a repository for data, it would have the ability to shut down access by bad actors.

The question of more traditional enforcement authority needs to be considered as part of ongoing consultation.

06
Exemptions

The Civic Data Trust will have the authority to exempt from registration specific uses that, in its judgment, do not have implications for personal privacy by virtue of their limited technical capabilities, such as water-pressure sensors on building pipes or weight sensors in freight elevators. (The Trust will have no power to grant exemptions from existing privacy law.)

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Data Typologies

Depending on issues of place, context, and control, different kinds of Urban Data merit different kinds of oversight.

	Governance Considerations	RDIA & Approval Process	Role of Data Trust
Urban Data Type 1 Collected in the public realm (e.g. pedestrian counters, street-facing cameras)	• Individuals have little control over collection of Urban Data in these spaces • This data could reasonably be considered a public asset and will therefore as a default be made freely and publicly available • Private control or collection of any data that is personally identifiable requires substantive review by Data Trust	• RDIA and applications to Data Trust are mandatory in all cases. • Applications to Data Trust can be self-certified if data is de-identified and freely and publicly available, and applicant does not seek proprietary control • Otherwise Data Trust substantively reviews applications • Existing requirements, including related to signage, in effect and subject to actual enforcement	• Receives applications and RDIAs • Reliably and speedily—potentially, automatically—approves accurate, self-certified applications • Substantively reviews applications that do not meet the requirements for self-certification • Registers placement and maintains a publicly available registry of devices and associated applications and RDIAs • Manages public availability and, where applicable, private access to various data streams
Urban Data Type 2 Collected in privately-owned but publicly accessible spaces Different classes within this type depending on the kind of space (e.g. cameras in large building lobby vs. a small store)	• Individuals have little control over collection of Urban Data in these spaces • Depending on the class (see next column), arguments for data as a public asset may be stronger or weaker • In any circumstance, the public has an interest in a fulsome understanding of data collection mechanisms	• RDIA and applications to Data Trust are mandatory in all cases. • Class A (e.g. camera in a large building lobby): Applications to Data Trust go through same process as Urban Data Type 1 • Class B (e.g. small café camera): All applications to Data Trust can be self-certified • Existing requirements, including related to signage, in effect and subject to actual enforcement	• Class A: Same as Urban Data Type 1. • Class B: ○ Reliably and speedily—potentially, automatically—approves accurate, self-certified applications ○ Registers placement and maintains a publicly available registry of devices and associated applications and RDIAs ○ No substantive review ○ No access management; data not made publicly available by default
Urban Data Type 3 Collected in fully private spaces, generally homes or offices (e.g. thermostats, home security cameras, sensors for building code compliance)	• Data cannot reasonably be considered a public asset • May be necessary to achieve community goals (e.g. temperature monitoring for energy demand management) • May have particular privacy implications because devices are in private spaces, and devices in tenant spaces raise consent issues	• Devices installed by residents in their private spaces would be entirely exempt from this regime • RDIA and applications to Data Trust are mandatory in all cases of devices installed by a landlord or builder • Parties can self-certify if they abide by Responsible Data Use Guidelines, provide full disclosure, and allow opt-out • Otherwise, Data Trust substantively reviews applications	• Reliably and speedily—potentially, automatically—approves accurate, self-certified applications • Substantively reviews applications that do not meet the requirements for self-certification • Registers placement and maintains a registry of devices and associated applications and RDIAs ○ Open question regarding whether this registry should be made publicly available. • Audits de-identification and storage.
Traditionally Collected Data Involving Direct Consent (e.g. apps and websites)	• Issue that extends beyond Quayside • Harder to see this data as a public asset • Local, geographically-bound governance regime unworkable given the lack of a relationship between this kind of data collection and geography. • Sidewalk Labs will hold itself and its partners to high standards given the role it will play in this community	• RDIA is not required for third parties • Sidewalk Labs commits to filing RDIAs with the Data Trust so that they are publicly transparent	• Data Trust not involved, other than to receive and publish Sidewalk Labs RDIAs, as well as any voluntarily filed RDIAs; and to manage any voluntarily contributed data

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All collection and use of Urban Data will require a Responsible Data Impact Assessment

All entities seeking to collect and/or use Urban Data in Quayside will submit Responsible Data Impact Assessments (RDIAs) as part of applications to the Civic Data Trust. The RDIA process will be a core tool for ensuring adherence to the community's Responsible Data Use Guidelines.

The RDIA is an assessment of the prospective use of data involved in an activity, including an analysis of whether the benefits of the activity outweighs the risks involved. It is a vehicle for assessing alignment with principles, legal requirements, and stakeholder expectations.

Responsible Data Impact Assessments are conducted at the design phase, prior to data collection or use.

The RDIA enables parties to make decisions in a consistent, transparent way—and to do so reasonably quickly.

Outcomes

- ✓ Qualitative + Quantitative evaluation
- ✓ Appropriate stakeholders are involved throughout the project
- ✓ Demonstrable accountability
- ✓ Transparent and proactive
- ✓ Ensures Privacy by Design from the design phase, not an afterthought
- ✓ Enables de-identification by default



RESPONSIBLE DATA IMPACT ASSESSMENT

1. **PURPOSE** of the project/product/service, who is involved and who is accountable
2. **DATA**: a full understanding of the data, sources, data use and parties involved
3. **IMPACT** on parties and, in particular, individuals
4. **ANALYZE** risks and benefits

PRIVACY IMPACT ASSESSMENT
(IF APPLICABLE): If the project/product/service involves the collection or use of Personal Information, a Privacy Impact Assessment is also required.

DECISION: Whether an appropriate balance of benefits and mitigated risks supports the data processing activity

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Responsible Data Impact Assessment Section 1: Purpose

Illustration of what the Assessment form might address.

SAMPLE RESPONSIBLE DATA IMPACT ASSESSMENT

Project Name/Description

Project Objective

What is the ultimate goal of this project?

If a pilot or partnership, what does it seek to demonstrate or achieve?

Does the activity fit within a larger theme of work that is currently being contemplated or undertaken?

Stakeholders

Who is collecting/using the data, and are the other stakeholders involved?

e.g. partners, vendors, customers, government, etc.

Note: This slide has been updated for clarity from the 10/15 version.

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Responsible Data Impact Assessment Section 2: Data

Illustration of what the Assessment form might address.

SIDEWALK LABS

SAMPLE RESPONSIBLE DATA IMPACT ASSESSMENT

Nature of Data

What specific types of data will be collected, tracked, transferred, used, stored or processed?

If project is at the concept stage, what data do you anticipate collecting or using?

Is the data about people, and if so, is it identifiable to a person or is it de-identified?
If Personal Information is collected, a Privacy Impact Assessment is also required

Is the data or anticipated use of the data sensitive?
Sensitive categories of data and/or use include information that is used to analyze or make decisions based on race, ethnic origin, religion or philosophical belief, gender, sexual orientation, physical or mental health, information or data that could be used to facilitate identity theft. A sensitive use of data may also be where there is a reasonable expectation the use of the data would be embarrassing or be considered sensitive to the individual whose data it is.

Sources of Data

Will data be provided by third parties?

Will data be collected by sensors? What type, and where are the sensors located?

Note: This slide has been updated for clarity from the 10/15 version.

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Responsible Data Impact Assessment Section 3: Impacts

Illustration of what the Assessment form might address.

SIDEWALK LABS

SAMPLE RESPONSIBLE DATA IMPACT ASSESSMENT

Impact to Individuals and Groups

Identify all the parties impacted by this data activity, and the impacts it will have.

What are the stated and unstated expectations of individuals, groups of individuals, and society for each use of the data?

Benefits

What are the benefits to the individual or groups of individuals?

What are the benefits to society?

What are the benefits to other stakeholders?

Risks (Inherent)

Considering all the factors relating to the data, the likely data use, the identifiability and sensitivity of the data, what are the risks to the individual, groups of individuals, society?

Is it foreseeable that data use might seem surprising, inappropriate or discriminatory or might be considered offensive causing distress or humiliation?

Could the data be used in a way that may result in a group of individuals being treated differently from other groups of individuals?

Is the accuracy and/or quality of the data appropriate for the data activity? Does the relative accuracy of the data have an impact on individuals/groups?

Note: This slide has been updated for clarity from the 10/15 version.

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Responsible Data Impact Assessment Section 4: Analysis

Illustration of what the Assessment form might address.

SAMPLE RESPONSIBLE DATA IMPACT ASSESSMENT

Mitigating Risks

What are the technical and procedural safeguards (mitigating controls) that are being implemented to prevent and mitigate risks described above should they occur (e.g. encryption and delinking of data or increased transparency)?

How have Privacy by Design control standards been applied?

Are you using analytical driven models, insights or algorithmic decision making, that could impact individuals?

Is there a less data intensive way to achieve the goals of the data activity (including potential insights)?

Decision Analysis

Is there a net benefit?

Are there any other factors that should be considered?

Does the data activity comply with all laws, cross-border, policy, contractual, industry or other obligations organizational policies and self-regulatory commitments?

Does the purpose of the activity fit within the values of society?

Have all the stakeholder concerns identified in the Governance of Data section been appropriately addressed?

Is their appropriate Notice, Consent and Control as part of the data collection and use?

After considering all the above factors, is the activity a "go", "no go", or should some aspect of the activity be recalibrated to reduce the residual risk?

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Hypothetical Case Study 01: Traffic Management System

Traffic management system in Quayside by Sidewalk Labs

Future hypothetical: Sidewalk Labs is working to implement a plan approved as part of the Master Innovation and Development Plan for a traffic management system in Quayside, which involves pedestrian counters and adaptive traffic lights.

APPLICATION 1

Pedestrian Counters

Sidewalk Labs submits an application and RDIA for pedestrian counters to the Data Trust. Because the data is non-identifiable and will be made freely and publicly available, it can be self-certified.

- **The Data Trust publishes the RDIA** and adds the locations where the pedestrian counters will be installed to its public registry.
- **The pedestrian counters are installed,** and the data from the counters is made freely and publicly available, and not owned by Sidewalk Labs.
- **Pedestrian count data is used** as part of the traffic management system.
- **The data is also accessed by a community group** to make the case for the need for a street redesign.

APPLICATION 2

Adaptive Traffic Lights

Sidewalk Labs submits an application and RDIA to deploy devices developed by a partner that use computer vision to compute de-identified paths and speeds of cars, cyclists, and pedestrians.

- **Depending on the policies of the Data Trust**, this application may:
  (1) be allowed to self-certify because the data is de-identified in real time; or
  (2) be subject to substantive review and, if real-time de-identification is confirmed, approved.
- **The Data Trust publishes the RDIA** and adds the locations where the adaptive traffic lights will be installed to its public registry.
- **The adaptive traffic lights are installed**, and the de-identified data feeds are made freely and publicly available, not owned by Sidewalk Labs.
- **That data is used** as part of the traffic management system.
- **The data is also accessed by another company** that believes it can process this data more effectively and produce better results.

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Hypothetical Case Study 02: Parks Improvement Study

Parks improvement study by a new third-party startup

Future hypothetical: Startup A is working on a project to make recommendations about improving environmental conditions and usage patterns at several parks throughout the City, including one in Quayside. This hypothetical scenario involves both air quality sensors and video cameras in the park.

APPLICATION 1

Air Quality Sensors

Startup A submits an application and RDIA for air quality sensors to the Data Trust. Though the data is non-identifiable, Startup A will incur a substantial financial burden in installing the sensors and seeks to recoup its investment by selling the data to companies trying to reduce their negative environmental impacts. Startup A asserts that it will not move forward with this project if the data is made freely and publicly available from the start.

- **This application may not be self-certified** because Startup A seeks to maintain proprietary control of the data.
- **The Data Trust reviews the application, judges it to provide a net benefit to the public, and approves on the condition** that proceeds from the sale of the data will be shared between Startup A, the City, and the Data Trust.
- **The Data Trust publishes the RDIA** and adds the locations where the air quality sensors will be installed to its public registry.
- **The air quality sensors are easily installed** using open standards-based mounts, and access to the data is limited to Startup A.
- **After a time, the data is made freely and publicly available.** It is then accessed by a weather app providing air quality alerts that decides to start funding the ongoing operations and maintenance of the technology.

APPLICATION 2

Video Cameras

Startup A submits an application and RDIA for video cameras to capture usage patterns at the park in Quayside.

- **This application may not be self-certified** because it involves the collection of personal information.
- **The Data Trust reviews the application and approves on the condition** that the video footage will be used only for the purposes of the park improvement project, and will be destroyed on a rolling basis after seven days. Startup A must also, in accordance with existing requirements, prominently post signage around the cameras.
- **The Data Trust publishes the RDIA** and adds the locations of the cameras to its public registry.
- **The cameras are easily installed using open standards-based mounts**, and the footage is reviewed and then destroyed on a rolling basis, meeting the seven-day requirement.

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Quality of life comes first—no tech for tech's sake

This neighbourhood is not about technology for technology's sake.
We are focused on technological and urban design solutions to real problems.

SIDEWALK LABS

RECAP

From the start of this project, we imagined a set of new experiences that could be possible in a new type of city.

Streets that prioritized safety, pedestrians, and cyclists, because they are designed to anticipate shared, self-driving vehicles that wouldn't need much parking and could communicate with each other and with traffic lights. This would mean significant amounts of street space given back to pedestrians and cyclists, less congestion, and far fewer accidents.

Buildings with a far more diverse and vibrant mix of uses as a result of "outcome-based code," which doesn't require uniformity of use but rather ensures structural integrity, air quality, and noise levels through conditions-sensing technology.

Significantly reduced carbon emissions achieved by technology that monitors and manages energy demand across the neighbourhood.

We have identified a set of innovations that could help improve urban life in Quayside. A non-exhaustive list:

Mobility	Traffic management technology and adaptive traffic lights to reduce congestion and increase safety.
Public Realm	Structural innovations to create active weather mitigation tools that can be deployed based on real-time hyperlocal measurements of rain and wind.
Sustainability	Energy demand management technology, thermal heating and cooling, and other innovations to push toward climate positivity.
Community	Engagement tools to provide informed input into neighbourhood decision making.
Buildings	Construction innovation to enable a mix of affordability levels and real-time monitoring of building conditions to enable a mix of uses.
Access + Equity	Truly ubiquitous connectivity and focused efforts to improve digital literacy to bridge the digital divide.
Accessibility	Tools to make the community more accessible, such as spoken information about the physical environment and sensors to detect snow in curb cuts.

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Sidewalk Labs will build solutions—but not exclusively

We have identified solutions we believe will help make this a great place for people to live, and we are committed to bringing those to life. But we will also encourage others to create better solutions—because we will never have all the best ideas.

AN EXAMPLE: ENERGY USE

One key approach to creating a climate-positive neighbourhood is to measure how energy is used and optimize it using machine learning. Sidewalk Labs will work with partners to develop technology to measure aggregated and de-identified energy use by systems including heating and cooling, apply algorithms to propose optimizations, and build control systems to implement those optimizations. Aggregated and de-identified energy use measurements would be considered Urban Data and will be made freely and publicly available by the Civic Data Trust in order to stimulate research and development of even better techniques by others.

To accomplish this, Sidewalk Labs will:

- Identify and deploy **devices from the market that measure energy use and environmental conditions**
- With local partners, develop and deploy a **ubiquitous network** to allow those measurements to be communicated in real time
- Design **standardized mounts** for light poles and buildings to reduce the cost of deploying network access points and devices
- Build a **digital map** of the neighbourhood—with an unprecedented level of accuracy
- Create an **open data hub** that will provide real-time access to data in standard formats through well-documented interfaces in order to make measurement data that goes to the Data Trust easily accessible

This will not be done to the exclusion of others. To the contrary, this place will be more successful when alternatives are encouraged:

- When better devices are developed, it should be **easy to replace Sidewalk Labs-developed technology**
- We expect and encourage **many network providers** to provide service in this neighbourhood
- Better approaches to deploying network access points and devices will be able to supplant ours
- The digital map will be created by broad collaboration and be made freely and publicly available to all by a Civic Data Trust
- There will likely be several data hubs, making it easy to understand and work with publicly available data

The same open approach will apply to solutions for **mobility**, **public realm**, **community**, **buildings**, **accessibility**, etc.

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Enabling innovation by a wide range of players

Designing technology to support our quality of life goals has revealed patterns: common pieces of infrastructure and specific services that are required to bootstrap digital innovation in the neighbourhood for Sidewalk Labs and others.

WHAT SIDEWALK LABS WILL BUILD

Taking the same approach to designing solutions for **sustainability**, **flexible public realm**, **community**, **buildings**, **accessibility**, etc. leads us to believe that we should create a new standard for digital infrastructure and services in cities, including:

- Ubiquitous connectivity
- Standardized mounts and power
- A high-resolution 3D map of the neighbourhood
- An open data hub which will provide real-time access to data in standard formats through well-documented interfaces

The fact that Sidewalk Labs is committing to build these components does not preclude others from deploying technology that improves on, competes with, or replaces them.

WHAT OTHERS WILL BUILD

The lion's share of technologies that make Quayside unique will be developed and deployed by an ecosystem of many innovators:

- Just as in the World Wide Web, multiple providers can coexist, and technological solutions can integrate, as long as they agree on standards
- Others should be welcome to provide better, different, cheaper infrastructure and services
- We hope that this will enable a wide range of Canadian startups to innovate more quickly, and use Quayside as a springboard to success
- All systems collecting or using Urban Data —whether created by Sidewalk or third parties—will be subject to Civic Data Trust governance

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Open architecture makes this possible

Sidewalk Labs will not create a centralized, monolithic platform. Rather, we will work with partners to create an open architecture—one that enables and encourages collaboration and experimentation.

In order for anyone to innovate, and have the opportunity to replace components that Sidewalk Labs and others build, there must be no proprietary lock-in. This requires:

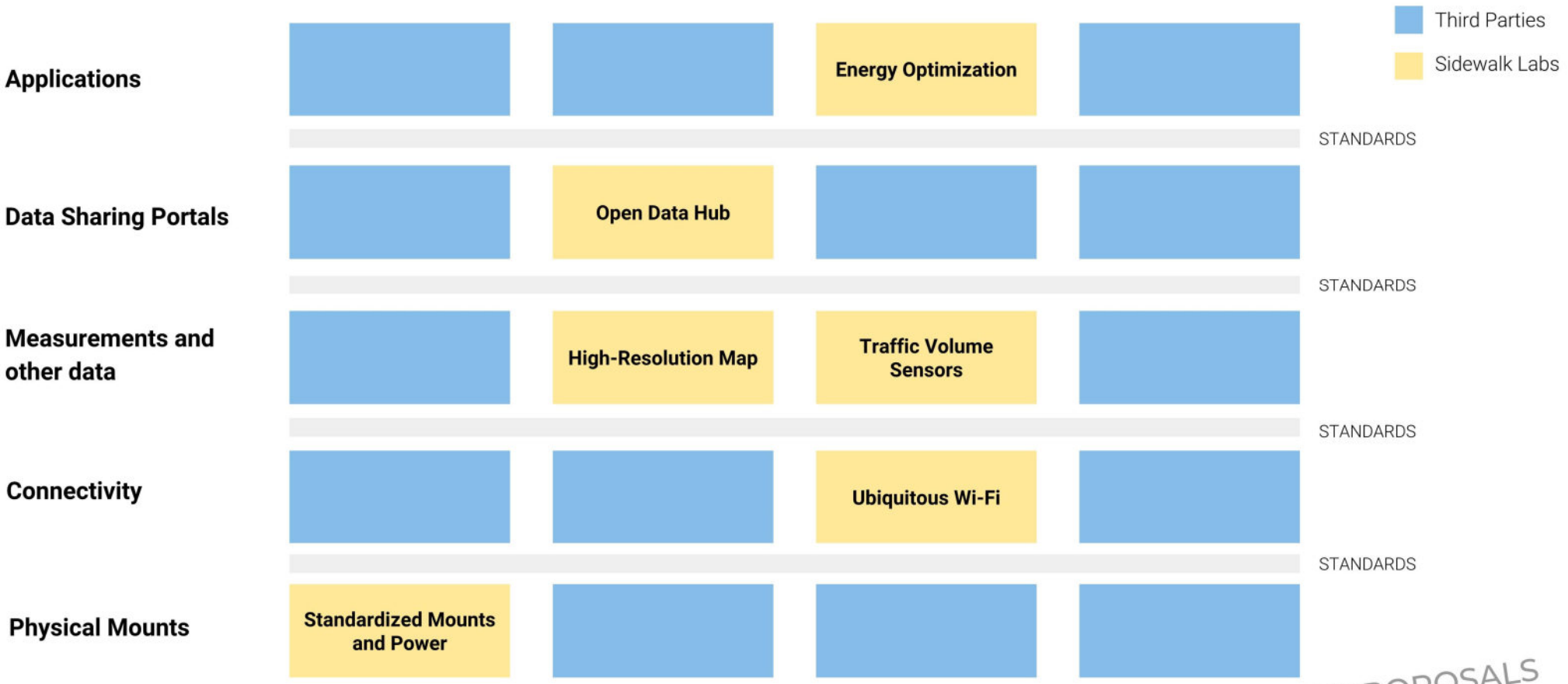
- **Well-documented, standardized formats and interfaces**
  - Any party will have the information required to build a replacement component for any urban system, or to create an entirely new application.
- **Easy access to public-domain data**
  - Standards are worthless if it's not possible to get access to data. For example, devising a new optimization algorithm for traffic requires training and test data, so traffic volume data should be made broadly available.
- **Data portability**
  - An existing system will likely have access to historical data provided to it by neighbourhood systems. This data should be able to be exported from the existing system so that new systems are not at a disadvantage for training and bootstrapping.
  - This is similar to email systems that allow the user to export all of their historical email messages so that they can move to a new provider, eliminating lock-in.

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Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.



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Example of an Open System: The World Wide Web

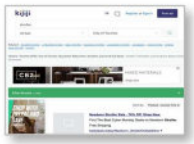
If urban technology used open standards in the same way that the World Wide Web does, innovation would explode, and the risk of vendor lock-in would be dramatically reduced.

You can use any browser...

to visit any web page...









served by any web server.

Apache

NGINX

Microsoft IIS

LITESPEED

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Example: World Wide Web Standards

Standards enable innovation and competition.

Formatting
Hypertext Markup Language (HTML),
Cascading Style Sheets (CSS)

Images
Portable Network Graphics (PNG),
Joint Photographic Experts Group (JPG)

Interactivity
JavaScript

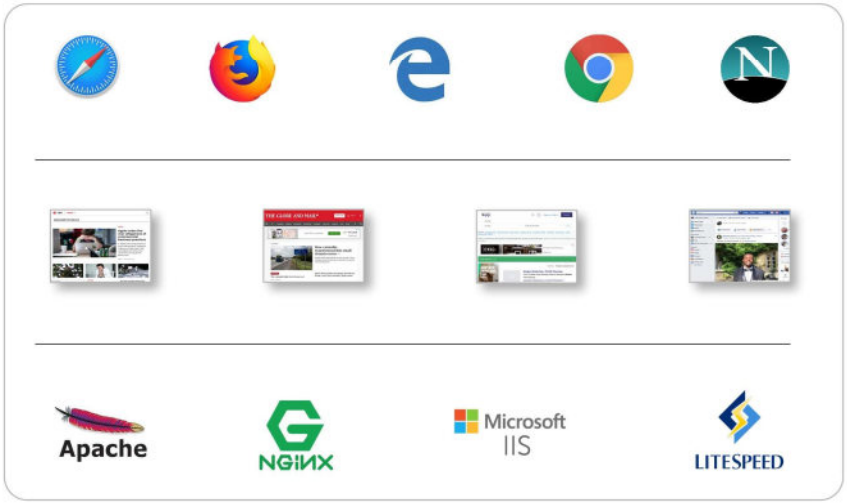
Communication
HyperText Transfer Protocol (HTTP)

Security
Secure Sockets Layer (SSL)

Anyone can build a web browser as long as it implements standards like HTML, CSS, JavaScript, HTML and SSL. The most popular browsers are free, and their cores are open source.

Likewise, anyone can build a web server as long as they implement HTTP, SSL, etc. The most popular servers are free and open source.

With partners, we hope to significantly advance a competitive, innovative urban technology ecosystem by using, developing, and promulgating standards.



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Ensuring the protection of data in accordance with Canadian Law does not require data localization

Canada and other places with leading data protection regimes have recognized the ineffectiveness of one-size-fits-all and/or technology-specific requirements, and the importance of context—that the best way to achieve data protection in any given context depends on the types of data, entities, and jurisdictions involved.

With specific exceptions, data localization is not presently a requirement of Canadian or Ontario law. In addition, data localization:

- Is not necessary to ensure that data that originates in Canada is handled in accordance with Canadian law with regard to privacy protections, which can be achieved through contractual and technical mechanisms
- Presents technical and operational obstacles, including access to redundant storage locations to ensure security and availability
- Increases costs, which may raise barriers to entry for less mature companies
- Runs counter to the way information travels across the internet, without regard to geographic boundaries

For these reasons, Sidewalk Labs does not believe that it is sensible to impose a data localization requirement for innovators in Quayside.

Sidewalk agrees with the position of the Business Council of Canada, as expressed in its September 2018 Report on the Data Economy

> *"Individuals and businesses should be free to transfer data across provincial and international borders, provided appropriate safeguards are in place."*

> *"There should be a general presumption against local data storage and processing requirements. Governments may need to exercise sovereignty over data flows in rare cases when it is necessary to protect the public interest."*

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In summary: our proposed approach

Robust governance, an open system, and protection of data.

Establishment of a Data Trust: Sidewalk proposes the establishment of an independent Civic Data Trust, which would approve and control the collection of, manage access to, and potentially store data collected in the physical environment, known as "Urban Data."

Data Trust to Make Urban Data Freely and Publicly Available: As a default, the Data Trust would make de-identified Urban Data freely and publicly accessible, eliminating the concept of data ownership. Specific approval by the Data Trust would be required for entities to collect Urban Data with personally identifying information (such as CCTV cameras) or Urban Data collected on a more proprietary basis.

Responsible Data Impact Assessments: Responsible Data Impact Assessments (RDIAs) would be used to ensure Privacy By Design and adherence to Responsible Data Use Guidelines in every part of the project and all collection of Urban Data, whether by Sidewalk or other parties. RDIAs would be filed with the Data Trust before the collection and/or use of any Urban Data within the project geography by any entity.

RDIAs and Registry of Devices Maintained by the Data Trust: RDIAs, along with a registry of devices collecting Urban Data, would be maintained and made publicly available by the Data Trust.

An Ecosystem of Technologies by Many Innovators: Sidewalk anticipates providing specific pieces of critical digital infrastructure and specific, use-case-driven technologies to achieve quality-of-life goals. All technologies provided by Sidewalk will be based on open standards, making it easy for the lion's share of technology in the neighbourhood to be provided by others.

Data Always Handled in Accordance with Canadian Law: To ensure that Canadian law and values are applied to data, Sidewalk Labs will use a toolbox of mechanisms, including contractual protections, technical protections, and edge computing, where data is processed on-device and not transferred to a central server. Sidewalk does not propose a data localization requirement specific to Quayside.

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Reviewing what we heard

How our thinking addresses key questions.

Confusion about Sidewalk Labs' plans related to data, exacerbated by the time it's taken to work through complicated issues

We hope that these proposals have provided some clarity on how we are approaching a range of critical issues—all subject to your feedback and ongoing consultation.

Concern that data monetization is a key part of Sidewalk Labs' business model

It is not, and the governance of the Civic Data Trust is intended to ensure that no private entity can gain unfettered access to and ownership of data collected in Quayside.

Is Sidewalk Labs, and this project, intended to be a data source for Google?	No (see p. 4)
How will data—particularly data collected in the physical environment, which some argue should be considered a public asset—be protected and governed?	By an Independent Civic Data Trust, using Responsible Data Impact Assessments to promote the beneficial use of data and transparency (see p. 13)
Who will own and control the data that originates in Quayside's physical environment?	The concept of ownership will not apply to Urban Data in most cases, with the Data Trust making de-identified data freely and publicly available as a default matter and/or controlling access. Data will be under the control of another entity only in select cases, which will be determined once an RDIA has been submitted and the Trust has examined the public benefits involved. (see p. 13)
How do we address the difficulty of obtaining consent when collecting data in the physical environment?	By implementing a robust form of community consent represented by the Civic Data Trust (see p. 14)
What are the respective roles of Sidewalk Labs, other private sector players, and governments, when it comes to data and technology?	• Sidewalk provides some critical infrastructure and core services (see pp. 27-29) • Other players provide the lion's share of technology (see pp. 29-33) • Governments enforce privacy laws (see pp. 10, 13) • Data governance provided independently by the Data Trust, which may involve government in its establishment or ongoing work (see p. 13)
How do we ensure all innovators, including Sidewalk Labs, will be on equal footing in Quayside?	Through open standards; a limited, catalyzing role for Sidewalk Labs; and a governance model that applies equally to all players (see p. 30)
How do we make sure the protections of Canadian law apply to all data originating in Quayside?	We can ensure that data will always be handled in accordance with the laws of Canada without a data localization requirement (see p. 35)

DRAFT PROPOSALS

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01 Introduction
02 Civic Data Trust and Urban Data
03 Responsible Data Impact Assessment Process (RDIA)
04 Governance Case Studies
05 Open Digital Infrastructure and Services
06 Data Localization
07 Summary
08 Questions for Discussion

DRAFT PROPOSALS

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Some of our open questions

In addition to seeking general feedback on this presentation
from the DSAP, a number of specific questions are on our minds.

1. **What needs to be added** to the Responsible Data Use Guidelines to avoid vendor lock-in?
   Are there other additions or edits to consider for the Guidelines?

2. **How should a Civic Data Trust** with the broad authority we propose be established? Can it be established by contract?
   Can it be achieved through standards imposed by Waterfront Toronto? Or does it require legislation?

3. **What should the structure**, staffing, and, if pertinent, board composition of the Civic Data Trust look like?

4. **Should the Civic Data Trust** act as a repository for data? Is this necessary,
   and what are the upsides and challenges attendant to that responsibility?

5. **What will be involved** in getting the Civic Data Trust up and running, and how will this be funded? How will ongoing operations of the Civic Data Trust be funded? Should the Civic Data Trust have the authority to charge for access to certain kinds of data? How would that relate to the goal of making data freely and publicly accessible?

6. **Should the Trust** carry liability related to the improper collection or use of data under its jurisdiction?

7. **Are the typologies of Urban Data** well-crafted and have we drawn the lines between self-certification and substantive review in the right places?

8. **What are the mechanisms** and who will be responsible for enforcement?

9. **How can we best encourage** use of open standards?

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Cariaga, Flordeliza (INFC)

From: Campbell2, Erin (IC)
Sent: February 13, 2019 10:57 AM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Quayside and IP

Great – please call me at that number.

From: Faraday-Smith, Nancy (INFC)
Sent: February 13, 2019 10:55 AM
To: Campbell2, Erin (IC)
Cc: Tippins, Shawn (INFC)
Subject: RE: Quayside and IP

Perfect - I'll send an invite. Shall we call you at [redacted]

From: Campbell2, Erin (IC)
Sent: February 13, 2019 10:54 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Quayside and IP

How about at 2? I'm in the office today.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: February 13, 2019 10:47 AM
To: Campbell2, Erin (IC) <erin.campbell2@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Quayside and IP

Hi Erin,

Are you in the office today? Shawn and I both are and could do a call this afternoon, ideally before 3pm.

Nancy

From: Campbell2, Erin (IC)
Sent: February 12, 2019 4:53 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: Quayside and IP

Hi Nancy – I'm happy to chat! I've got meetings in the morning the next couple of days but have time in the afternoons, if that suits.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: February 12, 2019 4:37 PM

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ATIA - 19(1)
ATIA - 21(1)(a)
ATIA - 21(1)(b)

To: Campbell2, Erin (IC) <erin.campbell2@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: Quayside and IP

Hi Erin,

I understand that Charles forwarded to you my message from last week regarding a question I had about the federal approach to IP generated from government-supported initiatives. I'm not sure how much sense I made in my email to him – or in this email to you – so perhaps a call would be worthwhile having. I'm (hopefully) available at your convenience.

All the best and safe travels in the snow!
Nancy

From: Taillefer, Charles (IC)
Sent: February 7, 2019 11:15 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Quayside and IP

[redacted] - yes Erin Campbell would be the best contact

I have forwarded your message

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: Thursday, February 7, 2019 1:55 PM
To: Taillefer, Charles (IC)
Subject: Quayside and IP

Hi Charles,

Hope your week has been going well. Are you planning to attend the Waterfront Toronto/MaRS Civic Lab next week on Data Trusts?

[redacted]

Would Erin Campbell be the best person to begin with in terms of an initial discussion on this?

Thanks,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation

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Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

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ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 13, 2019 2:35 PM
To: Campbell2, Erin (IC)
Subject: INFC/ISED call re: IP
Attachments: 18.11.21_SWT_Roundtable 4 WIP Breakout 4 Responsible Data Use.pdf; TWRI Placemat version 4.pdf; Quayside Update.pdf

Hi Erin,

Thanks for the very helpful introductory chat. As promised attached are some materials that ought to provide some helpful background. In reverse order: the Quayside Update deck provides a good high-level description of Waterfront Toronto and the Quayside project to date, including how it may implicate other federal departments; the TWRI Placement paints a broader picture of the overall initiative; and the SWT Roundtable deck is a document prepared by Sidewalk Labs for a recent public engagement on its digital/data governance proposals.

[redacted]

Thanks once again and I look forward to staying in touch.
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
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A New Standard for Data & Privacy

The purpose for urban data collection in Sidewalk Toronto is to improve the day-to-day operation of the neighbourhood and to ultimately create a place that's more sustainable, accessible, and responsive to local needs. Four Key Components of Responsible Data Use

Civic Data Trust

An independent entity to control, manage, and make publicly accessible all data that could reasonably be considered a public asset, and a set of rules that would apply to all entities operating in Quayside, including Sidewalk Lab. With the Data Trust, we move away from entities, including Sidewalk Labs, solely owning and controlling these assets.

RDIA

Responsible Data Impact Assessment

Publicly auditable assessment for all public and private digital services required before data is collected and used.

A New Global Standard for the Use of Urban Data

Sidewalk's proposed approach to digital governance in Quayside will demonstrate to Toronto, Canada, and the rest of the world that cities do not need to sacrifice their values of inclusion and privacy for opportunity in the digital age.

Open Standards

Sidewalk will base its technology on open standards, making it easy for others to build and connect new services, offer competitive alternatives, and drive innovation; the Data Trust might consider encouraging or requiring open standards, as well.

RDU Guidelines

Responsible Data Use Guidelines

Application of the guidelines to all parties in Quayside, not just Sidewalk Labs, to put personal privacy and the public good first, while fostering innovation.

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Sidewalk Labs Responsible Data Use Guidelines

People first, privacy first.

Our people-first approach to responsible data use will apply Canadian values of diversity, inclusion, and privacy as a fundamental human right. It will remain centered on impacts to citizens and the public interest.

Beneficial purpose.

Data collection and use should be purposeful, intentional, and tightly connected to the ultimate benefit that we are striving to achieve. We will not collect and/or use data for the sake of having data.

Transparent.

We will be transparent about what we are collecting and why, clearly explain the intended benefit of that data use, and if the purpose changes, we will communicate what has changed and why.

Open.

Whenever possible and without compromising personal privacy, we will seek to make the data collected as part of Sidewalk Toronto open and accessible, with the goal to enable innovation and entrepreneurship.

Proactive engagement.

We will proactively engage the community on data use and will continue to listen and learn from the community as we grow and develop.

Community trust.

We want the community to trust that our projects, products, and services are developed with its needs in mind. Having good data-handling practices and minimizing breaches of trust is therefore integral to our development process.

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Responsible Data Impact Assessments

The Responsible Data Impact Assessment (RDIA)
is a process we are implementing to apply the principles in a structured, efficient, demonstrable way.

It's also how we implement Privacy by Design.

RDIAs will be submitted to the Civic Data Trust.



Responsible Data Impact Assessment

(submitted to Civic Data Trust)

- **PURPOSE** of the project/product/service, who is involved and who is accountable
- **DATA**: a full understanding of the data, sources, data use and parties involved
- **IMPACT** on parties and, in particular, individuals
- **ANALYZE** risks and benefits

Decision
Whether an appropriate balance of benefits and mitigated risks supports the data processing activity

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Civic Data Trust

A Civic Data Trust is a model for stewardship and management of data and digital infrastructure that approves and controls the collection and use of data for the benefit of society and individuals.

A Civic Data Trust is particularly useful where data is being collected and used in an urban environment and there are challenges in obtaining meaningful consent.

The Civic Data Trust is an independent third party that ensures that value from data goes to the people, communities, government, industry, and society from which it was collected, and that data privacy and security are protected.

A Data Review Board, assembled of diverse members of the community, would monitor and enforce data collection and use.



Other cities and countries around the world (e.g., Canada, Barcelona, Estonia) have implemented variations of data trusts.

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Defining Urban Data

Data collected in the physical environment, particularly in public spaces, will be the domain of the Civic Data Trust.

Urban Data is data collected in a physical space in the city, which includes:

- Public spaces, such as streets, squares, plazas, parks, and open spaces
- Private spaces accessible to the public, such as building lobbies, courtyards, ground-floor markets, and retail stores
- Private spaces not controlled by those who occupy them (e.g. apartment tenants)

Urban Data is different from other data and requires a different approach because:

- It could reasonably be considered a public asset.
- Individual consent is hard to achieve in public or publicly accessible spaces, unlike when individuals provide data in more traditional contexts.
- Existing requirements attached to the collection of Urban Data only apply when it is identifiable, and are often not followed; there are no requirements attached to the collection of Urban Data that is not personal information.
- The community has the right to expect reasonable protection and proper use of data collected in these spaces.
- Such data raises potential community surveillance concerns.
- Urban Data is anchored to geography, unlike data collected through websites and mobile phones, and lends itself to local governance.

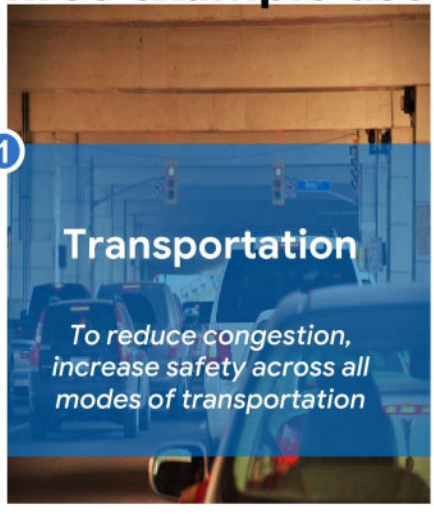
HOW OUR FOCUS ON URBAN DATA REFLECTS WHAT WE'VE HEARD

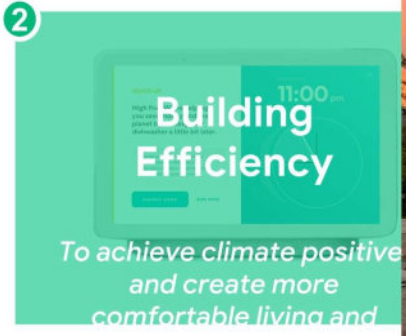
It acknowledges the consent challenge involved with Urban Data and puts in place a mechanism to obtain "community consent" by:

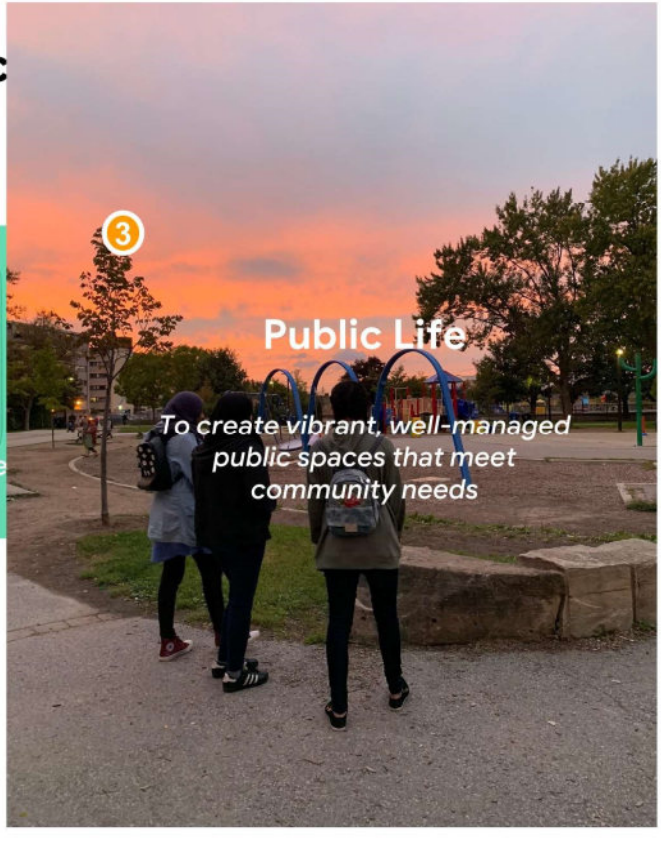
- **Placing** governance and oversight in the hands of an independent entity that represents the community interest
- **Requiring** Privacy by Design
- **Providing** transparency for the community
- **Enlarging** the types of data that deserves protection beyond personal information to data that has the potential to impact people
- **Focusing** on the entire ecosystem in Quayside, enabling responsible data use and across the board privacy protections

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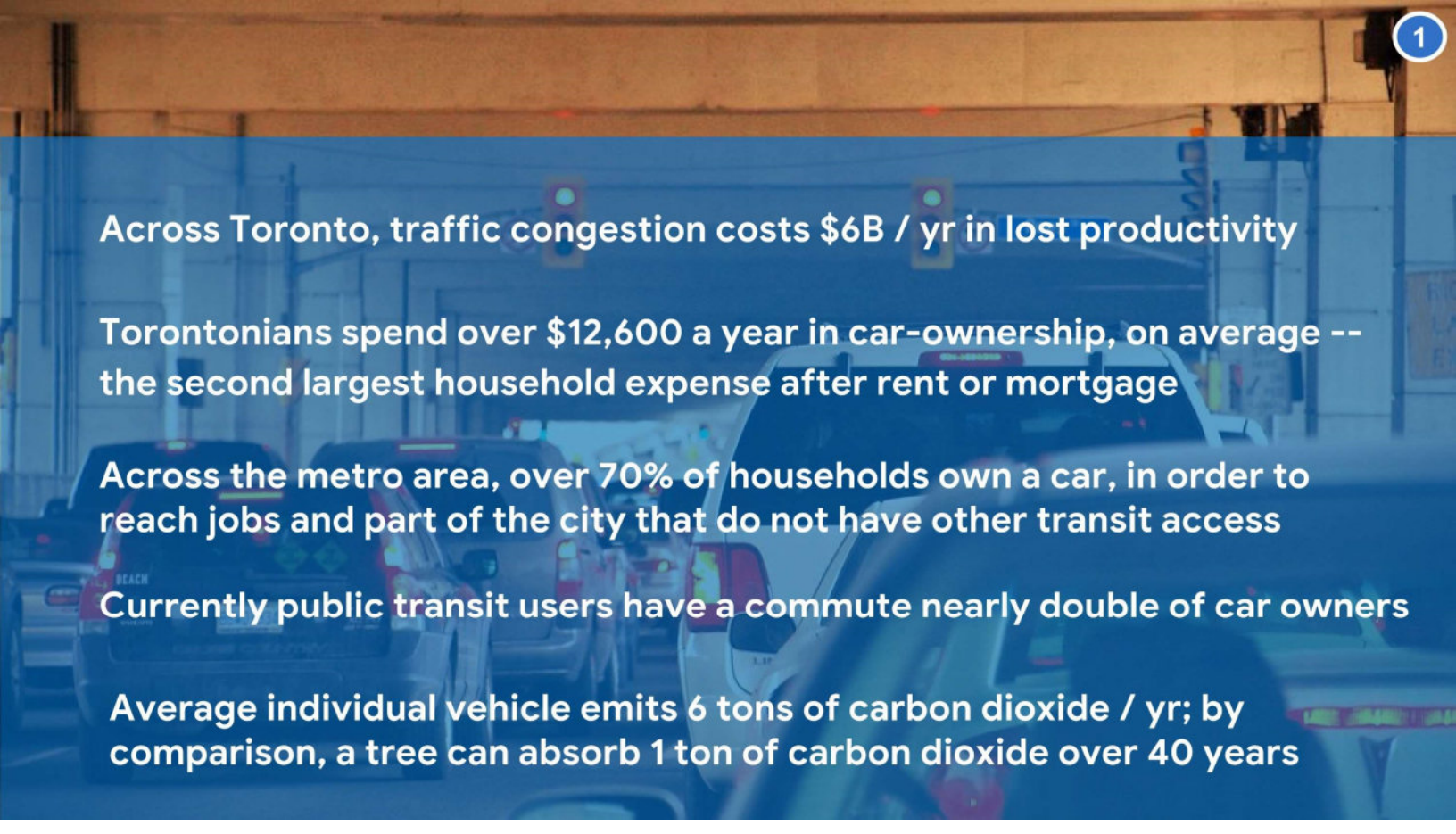
Three example use cases for us to disc







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Modus: Reimagining urban movement

CHALLENGES CITIES ARE FACING



Deaths from transportation continue to rise



Access to transportation can be highly variable, based on income, ability, or circumstance



Most cities do not optimize for multiple modes of transportation within the same location



Customers lack full transparency into personal mobility options, oftentimes overpaying

OVERVIEW OF THE PRODUCT

PRODUCT DESCRIPTION

A system comprised of hardware to understand and manage the mobility network, and software to model, optimize, & communicate.

The system will flexibly adapt to:

- Existing modes (cars, bikes, pedestrians)
- Emerging modes (scooters, drones, AVs)
- Future modes we can't predict today

USE WITHIN QUAYSIDE / TORONTO

Modus will shape mobility for an efficient and safe transportation network, using techniques such as:

- Active, dynamic management of the curb
- Adaptive signals and dynamic streets informed by real time/projected demand
- Vehicle platooning and routing recommendations

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Modus: Targets drivers of traffic congestion and optimizes future AV fleet needs

APPLICATIONS AND USE CASES

- **Dynamic Curb:** a system that uses real-time, historical, and projected data in combination with input from traffic management operators to optimize the regulations and pricing of the curb
- **Signal optimization:** smart traffic signals for prioritized pedestrian/cyclist traffic and movement in "green waves"
- **AV-Dominant network optimization:** network information and optimization engine, that broadcasts data in a standardized format to AVs and other connected vehicles
  - Real time information (e.g. curb availability, curb/road pricing, signal timing, road closures, construction zones, etc)
  - Routing/network optimization recommendations (e.g. platoon availability, suggested routes, etc)

Example: Dynamic curb in Quayside will help manage drop-offs and pick-ups, one of the largest drivers of traffic congestion



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Building Energy Challenges in Toronto: Reduce Energy Use in Buildings

Buildings make up 60% of Toronto's GHG emissions

40%-60% of building energy use is uncontrolled

Even controlled building energy is managed by predetermined schedules and settings, in a "set it and leave it" approach

Toronto has one of the cleanest electrical grids in the world. Your electricity produces nearly 75% less GHG emissions than gas, but is not widely adopted due to costs



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Autonomous Building Systems: Reduces largest GHG emissions drivers of

CHALLENGES CITIES ARE FACING



Building make up 60% of Toronto's GHG emissions. 40%-60% of building energy use is uncontrolled.



GHG intensity of gas is 183 g CO2/ekWh so we are using electricity (50 g CO2/ekWh), solar, and thermal, all more expensive than gas.



The existing market is fragmented, across solutions and even naming conventions, preventing a holistic view and inability to control of energy.



Most building energy is managed with predetermined schedules and temperature settings, in a "set it and leave it" style.

OVERVIEW OF THE PRODUCT

PRODUCT DESCRIPTION

A suite of products that automates monitoring and control of devices and equipment to eliminate energy waste, lower energy and operating costs 20%, offer labor efficiencies, and increase comfort across homes, offices, and buildings.

The user-centric product automation partnered with dynamic energy rates will manage costs and prevent wasted energy.

Aims to create an affordable climate positive community.

USE WITHIN QUAYSIDE / TORONTO

Energy management automation and continued learning for systems across Quayside buildings that make comfortable, productive environments.

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Autonomous Building Systems: Specific products target different customers and use cases

APPLICATIONS AND USE CASES

Office workers can have increased transparency on how their space is managed and the ability to request temperature changes and lighting adjustments.

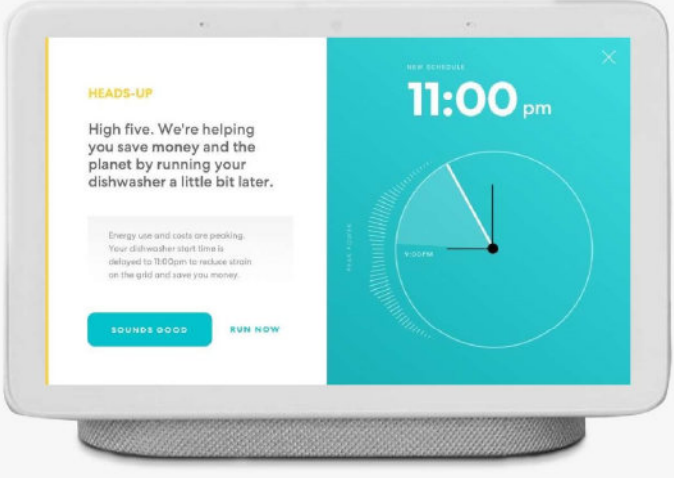
Residents can manage their energy budgets without doing work. The system learns their preferences to create the optimal conditions for waking up, sleeping, and family time, without ever leaving the AC, lights, or heat on unnecessarily.

Building operators are empowered with system insights beyond dashboards and false alarms. Tenant temperature complaints are handled automatically, maintenance requests are placed preemptively, and HVAC systems are controlled based on occupancy and not pre-scheduled based on leases.

Energy regulators can have actionalable comparative data on how buildings are performing against energy and GHG targets, accounting for occupancy and function.

Toronto Hydro has a better understanding of energy uses and systems that respond to demand management.

Example: In Resident use case and product, individuals receive series of “nudges” to manage energy budgets



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Making Climate Positive Possible in Homes: Reduce Energy Use in Buildings

HOME SCHEDULER

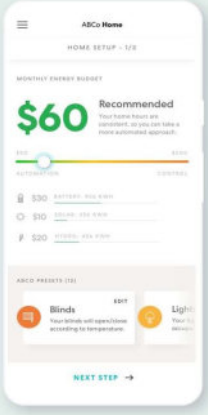
Created to help manage energy cost and GHG emissions from residential spaces

Takes a proactive role in managing the home, operating systems, appliances, etc. when costs are low or clean energy is available

Generates a data feed for homeowners to understand the actions being taken - and to reject them if they wish

Residents are able to opt out of this system

ONBOARDING



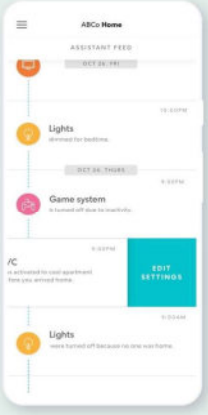
Residents can adjust their energy budget to suit their needs and save energy.

NOTIFICATION



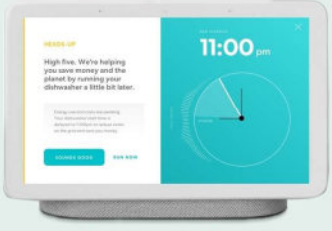
Residents can accept energy-saving changes, or explore other options if it doesn't fit their needs.

AUTOMATION



Residents can adjust their automation setting to fit their needs.

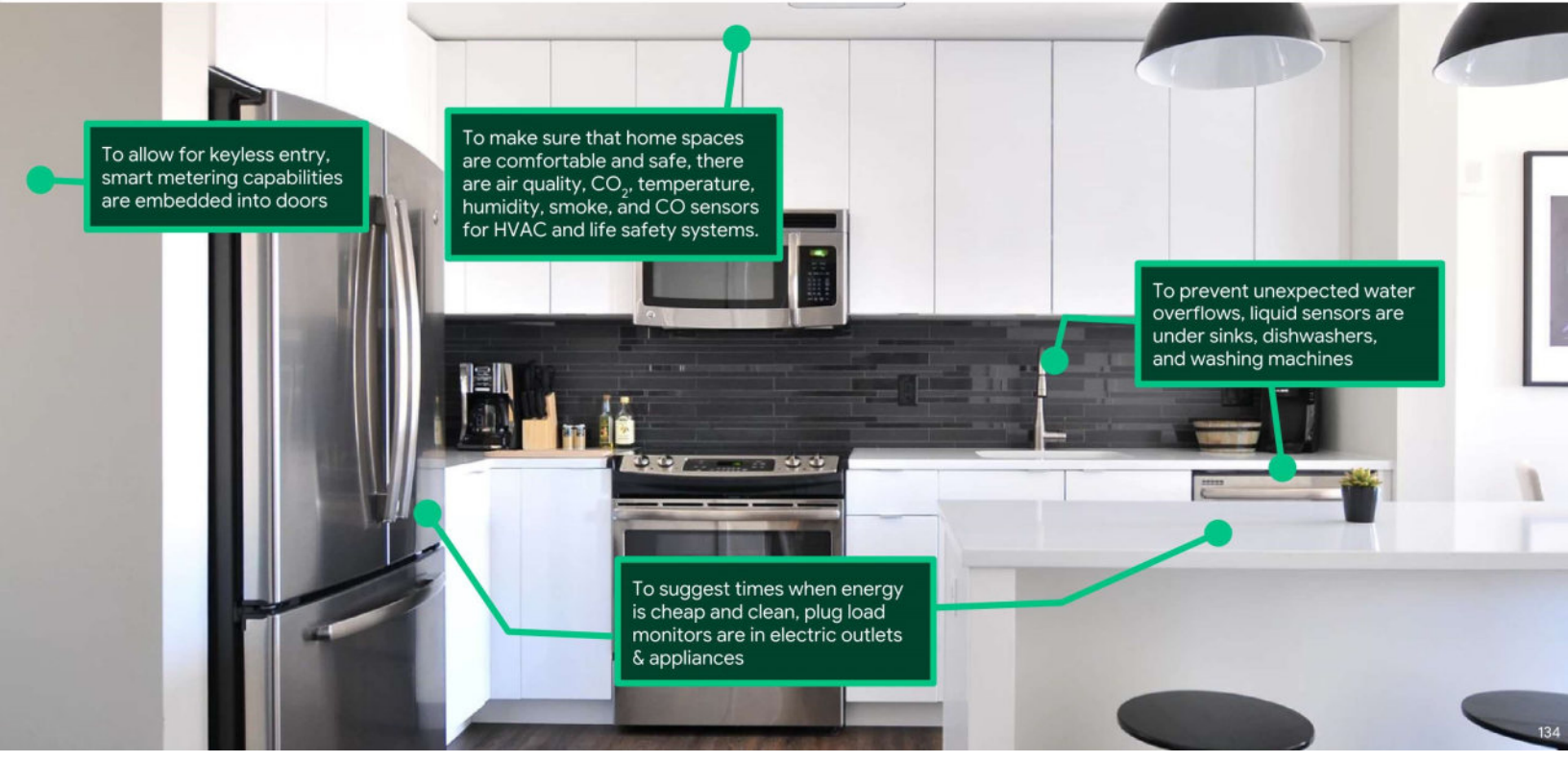
SMART ADJUSTMENTS



Scheduled activities throughout the home adjust based on peak energy times to prevent unnecessary greenhouse gas emissions.

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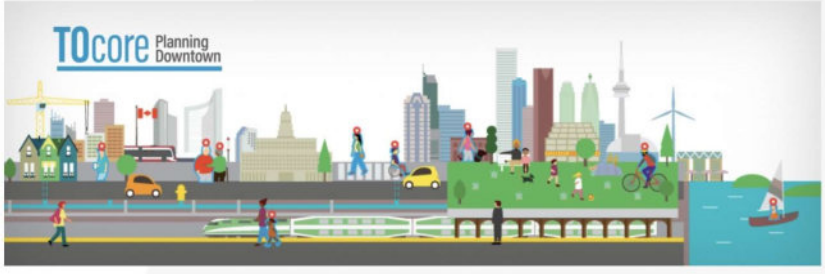
How It Works for Resident Homes: Reduce Energy Use in Buildings



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Public Life Studies: Ensuring public spaces work for people

Public Life Studies are a fundamental part of TOCore, Toronto's new plan for downtown. They are used to help evaluate the King Street Transit Pilot and are a key input into the revitalization of David Crombie Park.



PUBLIC SPACE INCUBATOR











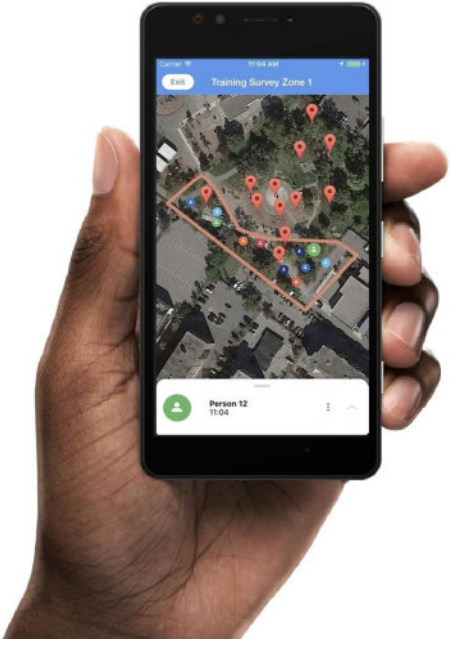
Park People's *Public Space Incubator* program is supporting new ways for communities in Toronto to experiment enlivening and activating the public realm.

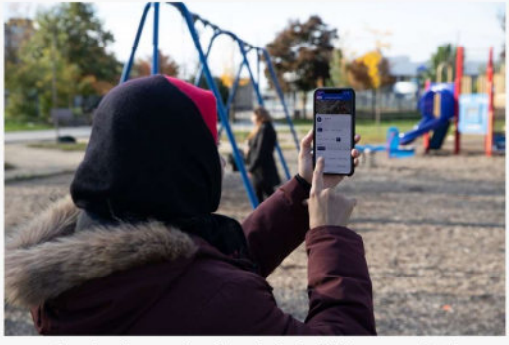
We worked with Park People and one of their awardees, the Thorncliffe Park Women's Committee, to prototype an app that makes it easier to collect the public life data needed to understand the impact of their efforts.

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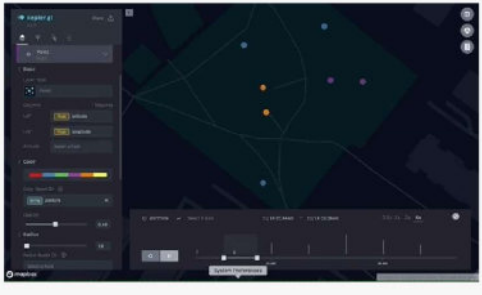
Commons app: Ensuring public spaces work for people

A simple map-based interface lets study volunteers quickly record observations, eliminating inefficiencies that come from paper-based data collection:





A volunteer collecting data in RV Burgess Park



Map-based visualizations can help planners and community members see patterns in how spaces are being used

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ATIA-69(1)(g)-(c)

Toronto Waterfront Revitalization Initiative (TWRI)

Waterfront 1.0

In October 2000, Canada, Ontario, and Toronto announced a commitment of $500 million each to the TWRI to fund **"Waterfront 1.0"** which focused on a series of investments to start to transform the waterfront into sustainable new communities and to foster economic growth. Projects were focused on the Waterfront Designated Area Precincts of the Central Waterfront, East Bayfront and the West Don Lands.

Canada's contribution flowed through over 50 contribution agreements. Funded parks, recreational and public spaces and strategic land acquisition. Funds were also used to partially allocated for the Union Pearson Express and GO Transit ($90M).

Federal administration of the TWRI phase 1 contribution program ended on March 31, 2014.

Canada $500M	Ontario $500M	Toronto $500M
Exhausted in 2012/13	Exhausted in 2015/16	$100M scheduled to flow by 2022-23



- **The Designated Waterfront Area** is 800 hectares, roughly the size of Toronto's downtown core, from Bathurst Street to Sherbourne Avenue and Front Street to Bloor Street
- Waterfront Toronto has a $30-billion long-term plan to transform 800 hectares of brownfield lands on Toronto's waterfront into beautiful, accessible and sustainable mixed-use communities and dynamic public spaces

Governance

Waterfront Toronto (WT) , established in 2001 under provincial legislation as a not-for-profit entity mandated to lead and implement the TWRI with a 25-year mandate (2002/03–2027/28) set out in the TWRI Act with an option to "wind up" WT at year 20.

The Act provides for an independent **Board of Directors** comprised of a maximum of 13 members – 4 by each level of government and 1 jointly-appointed Chair. Directors' term of office is for a maximum of 3 years with the option to be reappointed. WT's CEO reports to the Board Chair.

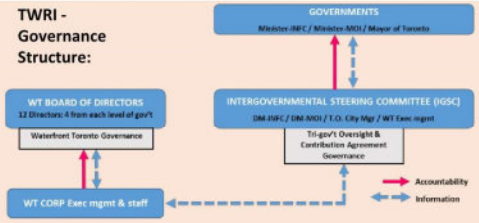
WT A/CEO | **Board Chair** | **Federally appointed Board Members and term end-dates**



Michael Nobrega (ON) | *Helen Burstyn (ON)* | *Sevaun Palvetzian (Nov 2019); Jeanhy Shim (Jun 2020); Janet Rieksts-Alderman (Nov 2019); Mazyar Mortazavi (Dec 2019)*

Other Board Members include: Denzil Minnan-Wong (TO) , Mohammed Dhanani (TO); Stephen Diamond (TO); Susan Henderson (TO); Meric Gertler (ON); Vacancy (ON)

TWRI - Governance Structure:



As of November 2015, the **Minister of Infrastructure and Communities** is responsible for federal activities relating to TWRI and for appointing Directors to the WT Board

Intergovernmental Steering Committee (IGSC) - serves as a focal point for intergovernmental management and coordination on matters related to the TWRI. WT reports its progress to the IGSC

IGSC current composition:

- *Deputy Minister, INFC (Chair for 2018/19)*
- *Deputy Minister, Ontario Ministry of Infrastructure,*
- *City Manager, City of Toronto*

Port Lands Flood Protection (2018/19–2024/25)

$1.25 billion shared equally between the 3 levels of government will open 356 hectares (880 acres) of waterfront land for long-term development

This Includes $32.5 million in approved funding for the Cherry Street Stormwater and Lakewater project under the Clean Water and Wastewater Fund (CWWF).

[redacted]

The Prime Minister announced funding on June 28, 2017, and a **Tri-government contribution agreement was signed with WT on May 1, 2018.**

Intended Project Outcomes:

• enhanced flood protection	• remediation of undeveloped brownfields
• the practice of sound environmental processes	• enhanced storm water management
• improved public access	• enhanced critical infrastructure
• improved environmental management of Toronto's waterfront area	• increased capacity to adapt to climate change impacts, natural disasters and extreme weather events
• more inclusive and accessible public spaces	• increased opportunities for economic growth and development



Area currently at risk of flooding during a major storm

TODAY | FUTURE STATE



Project	Cherry Street Stormwater and Lakefilling Project	Port Lands Flood Protection	Total funding by contributor
Government of Canada Contribution	$32.5 million	$384.2 million	$416.6 million
Province of Ontario Contribution	$16.25 million	$400.4 million	$416.6 million
City of Toronto Contribution	$16.25 million	$400.4 million	$416.6 million
Total funding by project	$65.0 million	$1.185 billion	$1.25 billion

Quayside

The Quayside project will encompass mixed-use 'smart' community concepts and innovative building and connectivity techniques.

In October 2017, after a 6-month RFP, Waterfront Toronto's Board of Directors endorsed the selection of **Sidewalk Labs LLC** as the Innovation and Funding Partner for the Quayside Project.

This is expected to lead to millions of dollars in private sector investment to test scalable smart city technology and approaches that would then be expanded onto the Port Lands area.

The Master Innovation and Development Plan
On July 31, 2018 Waterfront Toronto signed a Plan Development Agreement (PDA) with Sidewalk Labs. It sets out the basic terms and principles for the Quayside and Eastern Waterfront Master Innovation and Development Plan (MIDP) – **to be finalized by Sept 2019.**

The PDA commits Sidewalk to fund up to **USD$50M** for an initial phase of public engagement, joint planning and pilot project testing.



The 12-acre Quayside site consists of 3 separate blocks of land located in downtown Toronto at the east end of Queens Quay (Mostly owned by WT/City of Toronto



Digital Strategy Advisory Panel (DSAP): Arms-length body created in April 2018 to provide WT with objective, expert advice on responsible data and technology use across all WT projects, including Quayside.

Sidewalk presented DSAP with data governance proposals in Oct 2018.

DSAP meets publicly every month and reports to WT.

- (Chair)Dr. **Michael Geist**, Law Professor, Canada Research Chair in Internet and E-commerce Law, University of Ottawa
- **Dave Dame**, Agile Leader, Digital Factory, Scotiabank
- **Charles Finley**, Global Director of Marketing & Communications, IBI Group
- **Darin Graham**, Head of Canadian AI Operations, Samsung
- **Kurtis McBride**, Chief Executive Officer Miovision Technologies Incorporated
- **Carlo Ratti**, Director, MIT Senseable City Lab
- Dr. **Pamela Robinson**, Associate Professor, School of Urban and Regional Planning, Ryerson University
- Dr. **Teresa Scassa**, Canada Research Chair in Information Law and Policy, University of Ottawa, Faculty of Law
- **Jutta Treviranus**, Director and Professor at Inclusive Design Research Centre, OCAD University
- **Kevin Tuer**, Managing Director, Canada's Open Data Exchange
- **Mark Wilson**, former IBM Executive and former Chair, Waterfront
- **Alaina Aston**, VP, Data Management & Governance, Personal & Commercial Banking, RBC
- **Andrew Clement**, Professor Emeritus, Faculty of Information, University of Toronto

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Toronto Waterfront Revitalization Initiative (TWRI)

Strategic Initiatives

Waterfront Toronto is working to create a vibrant, connected waterfront that belongs to everyone.

Mandate
Headquartered in Toronto, our organization was established in 2001 by the Government of Canada, the Province of Ontario, and the City of Toronto to unlock the social and economic potential of the waterfront. As of 2017, the three orders of government continue to fund our work as we pursue our mandate to apply best practices in urban revitalization—from new technology and infrastructure to leading strategies in design and sustainable development—to over 2,000 acres of underutilized land along Lake Ontario. We execute this mandate by leading waterfront revitalization initiatives with a wide range of partners, including community groups, developers, landscape and infrastructure designers, conservationists, contractors, businesses and all three orders of government.

We describe our work as waterfront revitalization, not redevelopment. This important distinction means that we don't simply develop real estate. Instead, we seek to deliver broader social, economic, and environmental objectives for Torontonians, Ontarians, and Canadians.

By coordinating key stakeholders around a strategic approach to waterfront revitalization, we're advancing important policy objectives, including: increasing economic competitiveness and creating jobs; reducing urban sprawl; developing mixed-use communities where families and businesses thrive; increasing the supply of affordable housing; expanding public transit; and creating great parks and public spaces.

Record
So far, we've led or catalyzed 2.5 million square feet of development along the waterfront, adding affordable housing, commercial space, aquatic habitat, critical infrastructure, and beloved public spaces. Our projects have included the West Don Lands, Corktown Common, Underpass Park, Sugar Beach, Sherbourne Common, Queens Quay, the Port Lands, Jack Layton Ferry Terminal, and The Bentway.

Strategic Initiatives
We're working to explore the potential of our waterfront to not only enhance life in Toronto, but to contribute to the urgent global conversation about how to create better cities. We're part of a worldwide community of practice that's using design, technology, and sustainability principles to support dense, vibrant urban communities that support strong economies, thriving people, and a healthy environment.

Sustainability. We're working with partners like C40 Cities to craft plans to reduce our greenhouse gas emissions to less than zero and to strengthen our green building requirements.

Connectivity. We're working with Beanfield Metroconnect to create one of the most connected neighbourhoods in the world, delivering ultra fast internet to every household and expanding the availability of free public WiFi across the waterfront.

Affordability. We're looking at a range of financing, partnership, and development models that could create more affordable housing–faster.

Innovation. We've secured an innovation and funding partner to support the development of a visionary community at Quayside. We've also created memoranda of understanding with MaRS, an innovation accelerator, and Siemens, a global leader in automation.

Board Committees and Workforce

Gender breakdown of board:
50% Male; 50% Female

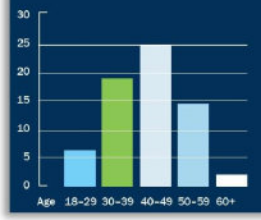
Gender breakdown of staff:
37% Male; 63% Female

Committees & panels

	Finance, audit & risk management committee	Stakeholder relations committee	Chairs committee	Investment, real estate, & quayside committee
Mandate	Financial reporting, audit, enterprise risk management, and project risk management	Public engagement, communications, partnerships	Human resources, government relations, governance	Quayside, development projects, and real estate transactions
Chair	Janet Rieksts-Alderman	Sevaun Palvetzian	Helen Burstyn	Susie Henderson Mazyar Mortazavi
Other members	Julie Di Lorenzo Susie Henderson Denzil Minnan-Wong Jeanhy Shim	Mohamed Dhanani Meric Gertler Jeanhy Shim	Susie Henderson Mazyar Mortazavi Sevaun Palvetzian Janet Rieksts-Alderman	Stephen Diamond Meric Gertler Michael Nobrega

*As of March 31, 2018

Employee age distribution



Waterfront Toronto staff*

Role	Male	Female	Total
Executive	5	5	10
Director	5	7	12
Professional Staff	17	29	46
Support Staff	0	5	5
Total	27	46	73

*As of December 31, 2017

Examples of projects that received federal funding under TWRI Phase 1 ("Waterfront 1.0"):


Sherbourne Common


Corktown Common


Simcoe Wave Deck


Sugar Beach

Development Activities



Development

These tables present an overview of development projects in the precincts under our mandate, either completed or underway. Individual buildings are generally owned by private developers or institutions; we work with partners to plan and design complete communities where people can live, work, and play.

	Completed Building Projects	LEED Status	# of Units	GFA (ft²)
01	River City Phase 1	Gold, Certified	349	311,732
02	River City Phase 2	Gold, Certified	256	139,479
03	Canary District	Gold, Registered	308	232,206
04	Aqualina	Platinum, Registered	362	361,895
05	Canary Park	Gold, Certified	437	303,558
	Total Market Residential		1,707	1,373,000
06	Corus Entertainment	Gold, Certified	0	475,000
	Total Commercial		0	475,000
07	Toronto Community Housing	Gold, Certified	243	212,964
08	West Don Lands Affordable Rental Housing (Wigmore)	Gold, Certified	145	134,710
09	West Don Lands Affordable Rental Housing (Fred Victor)	Gold, Certified	108	102,224
	Total Affordable Housing		496	449,898
10	George Brown College Waterfront Campus	Gold, Certified	0	215,000
11	Canary District–George Brown College Residences	Gold, Certified	0	171,500
	Total Institutional		0	386,500
12	Canary District–YMCA	Gold, Certified	0	99,145
13	Sherbourne Common Pavilion	Gold, Certified	0	1,500
	Total Community Services		0	100,001

	Building Projects under Design or Construction	LEED Status	# of Units	GFA (ft²)
01	Monde Condominium	Gold, Registered	553	479,290
02	Aquavista	Platinum, Registered	307	367,464
03	Aqualuna	Not Registered	226	429,426
04	Aquabella	Platinum, Registered	174	266,132
05	River City Phase 3	Gold, Registered	331	338,180
06	River City Phase 4	Gold, Registered	155	126,799
07	Block 10 West Don Lands	Not Registered	350	360,000
08	Block 13 West Don Lands	Not Registered	450	450,605
09	Canary Block	Gold, Registered	187	151,168
10	Canary Commons	Gold, Registered	400	353,540
	Total Market Residential		3,133	3,329,064
11	Waterfront Innovation Centre	Gold, Registered	0	350,000
12	Block 10 West Don Lands	Not Registered	0	20,000
	Total Commercial		0	370,000
13	Artscape in Aquavista	Gold, Registered	80	100,035
	Total Affordable Housing		80	100,035
14	George Brown College–The Arbour	Not Registered	0	170,542
	Total Institutional		0	170,542
15	Block 10 West Don Lands	Not Registered	0	75,000
16	Cherry Place–Relais/Options for Homes	Not Registered	160	181,157
	Total Community Services		160	256,157

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Toronto Waterfront Revitalization Initiative

Quayside Update

January 2019

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Overview

Recap

- What is Waterfront Toronto & Quayside Objectives

Master Innovation and Development Plan (MIDP)

- Pillars
- Process to date
- Federal touchpoints
- Timelines and next steps

Questions

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What is Waterfront Toronto?

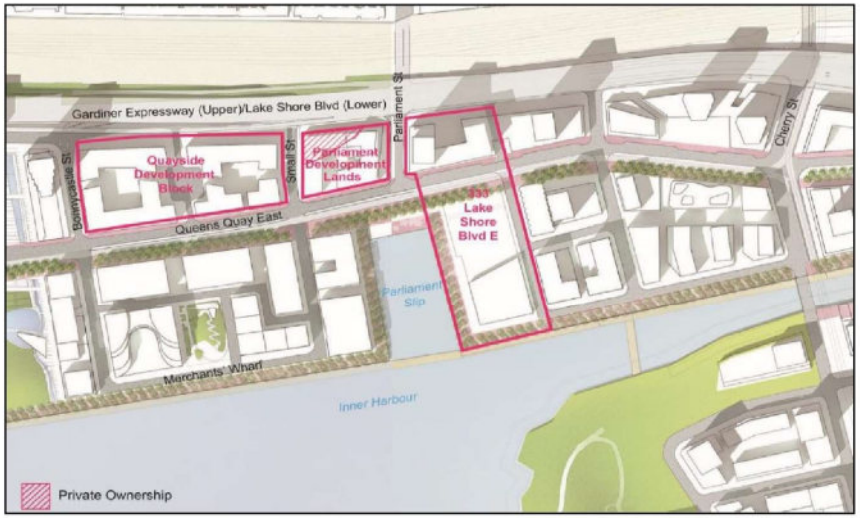
- **Arms-length not-for-profit agency** established in 2001 by Canada, Ontario and City of Toronto (formally exists under provincial statute)
- 25-year mandate to lead and implement Toronto Waterfront Revitalization Initiative (TWRI) to enhance economic, social and cultural value of land in designated waterfront area
- Tri-government body led by an independent Board
- **Intergovernmental Steering Committee** (IGSC) a focal point for management and coordination on matters related to TWRI – current IGSC Chair held by INFC DM Gillis
- Major Waterfront projects currently include Port Lands Flood Projection and, in partnership with Sidewalk Labs, the proposed **Quayside development**

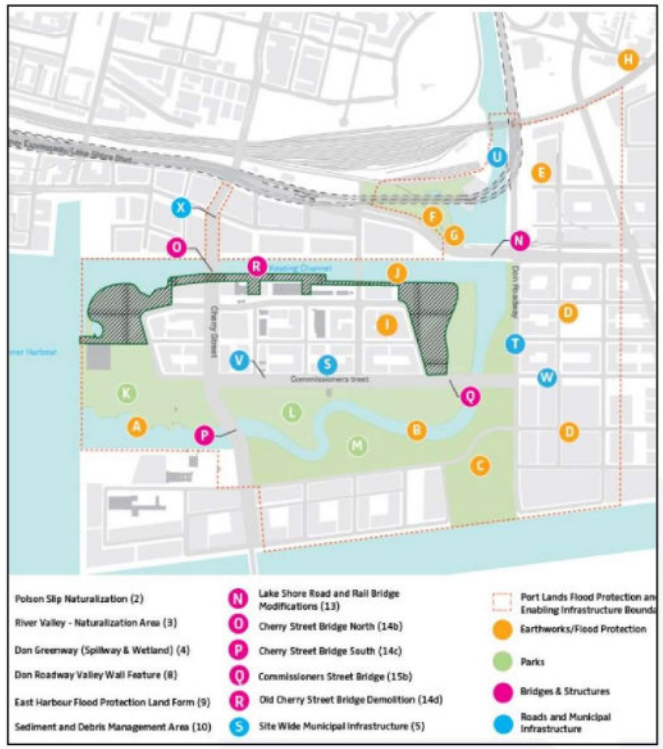
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Where is the Quayside site?

A 4.9-hectare (12-acre) development site situated along Toronto's eastern waterfront, within walking distance of the central business district







Port Lands Flood Protection Project area is next to Quayside site

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Waterfront's Objective for Quayside

- **In 2016:** Waterfront recognized an opportunity to advance ambitious sustainability and innovation mandates in Quayside
- Wanted to bring on a partner with a fresh vision on addressing pressing urban challenges – climate change, affordability, creating jobs and prosperity – while also having the financial capacity to fund the planning process
- **March 2017:** Waterfront launched RFP seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future; selection of Sidewalk Labs announced in October, 2017
- **July 2018:** Waterfront signed a Plan Development Agreement (PDA) with Sidewalk that sets-out basic terms and principles for developing a Plan for Quayside

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Sidewalk's Vision for Quayside

- A people-centred community combining innovative urban design and new digital tech that addresses some big challenges facing cities, e.g. energy use, housing affordability, and transportation



- Will also explore "at scale" development proposals that could be rolled-out on Toronto's eastern waterfront

Sustainability

Complete Communities

Prosperity

Partnership & Investment

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Quayside MIDP

- Sidewalk has been engaged by Waterfront to bring forward proposal for Quayside in the form of a **Master Innovation and Development Plan (MIDP)** founded on several "pillars" – not just a data play

MIDP Pillars	
SUSTAINABILITY Climate positive community	**COMMUNITY & CITY SERVICES** Close-knit, health community with seamless access to vital daily services
PUBLIC REALM Designed for the entire region, vibrant year-round	**HOUSING AFFORDABILITY** Inclusive, affordable communities for people of all ages, abilities and means
MOBILITY Competitive, safer alternatives to the private automobile	**DIGITAL PLATFORM** Open digital infrastructure that inspires innovation
BUILDINGS A built environment that is more usable, efficient and affordable	**PRIVACY & DATA GOVERNANCE** A new standard for transparent, accountable and responsible data use

"…Sidewalk Toronto will transform Quayside into a thriving hub for innovation and a community for tens of thousands of people to live, work, and play. This project offers unprecedented opportunities for Canadian innovators and will create thousands of good, middle class jobs. The new technologies that emerge from Quayside have the potential to improve city living – making housing more affordable and public transit more convenient for Canadians and their families."

Prime Minister Justin Trudeau, October 17, 2017

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MIDP Process to Date

Expert & Public Engagement

Digital Strategy Advisory Panel (DSAP)

- Arms-length body created in April 2018 to provide Waterfront with objective, expert advice on responsible data and technology use for Quayside, including data governance aspects of MIDP
- Integrating efforts with other experts and groups (MaRS, Toronto Board of Trade)

Waterfront Civic Labs

- Bringing experts from tech, government, academia and private and non-profit sectors to provide feedback on considerations applicable to Quayside project

Tri-government Briefings

- Hosted by Waterfront for tri-government senior officials as MIDP is being developed

[redacted]

Sidewalk Public Roundtables

- Four roundtables to date covering MIDP workplan, public realm, streets, buildings, site plan, sustainability, affordable housing, social infrastructure and digital governance

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MIDP - Federal Touchpoints

- Consideration of Quayside proposal expected to involve multiple touchpoints across federal government, including with respect **infrastructure and innovative finance**



Innovative technology uses
ISED, INFC, OPC, TBS,

Data governance / IP
ISED, StatsCan, OPC, TBS, INFC

Funding transit & other infra
TC, INFC

Autonomous vehicles
ISED, TC, INFC

Affordable housing
CMHC, ESDC, NRCan

Sustainability
NRC, NRCan, ECCC, ISED, INFC

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MIDP Timelines & Next Steps

- Complete draft MIDP for governments' review expected in spring 2019 –
  - 3-volume document comprising:
    - development plans at different scales
    - innovative technology solutions
    - business terms and financial approach to implementation
- Public consultation draft to follow – engagement through summer 2019
- 'Final' draft for Waterfront Board consideration targeted for September 2019
- Waterfront Board must endorse the plan before it can be adopted and implemented

[redacted]

- As it is a plan, should it advance, individual components brought forward for implementation will be subject to multiple City approvals and provincial/federal regulations as appropriate

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ATIA - 19(1)

Cariaga, Flordeliza (INFC)

From: Edward Chalupka [redacted]@waterfrontoronto.ca>
Sent: February 13, 2019 5:18 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: Copies

Nancy, Shawn –

How many hard copies of the MIDP do you think you will need when it comes to you towards the end of March beginning of April? Assume you will need to share interdepartmentally.

SWL is trying to get a sense of how many copies they need to print.

Thoughts?

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [redacted]
[redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 14, 2019 11:25 AM
To: 'Edward Chalupka'; Mary Scotland
Cc: Kristina Verner
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Helpful – thanks Ed.

[redacted] Is there any chance this particular meeting could be moved by a few days? Meanwhile I'll work on making sure I (and Shawn) can be there for the 22nd and 5th.

From: Edward Chalupka [mailto[redacted]@waterfrontoronto.ca]
Sent: February 14, 2019 11:20 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Mary Scotland <[redacted]@waterfrontoronto.ca>
Cc: Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Nancy –

The intention on the 22nd was to split the meeting in two. Do a deeper dive on Digital data governance for the first half. We would present first and then have SWL speak as we have done in the past. We would use the second half of the meeting to do a similar walk through of the business case (as we know it to date) as we did with you over the phone to allow for a level set for all orders of government.

[redacted]

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, February 14, 2019 10:57 AM
To: Mary Scotland <[redacted]@waterfrontoronto.ca>
Cc: Kristina Verner <KVerner@waterfrontoronto.ca>; Edward Chalupka <[redacted]@waterfrontoronto.ca>
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Glenn and/or my intention would be to attend in person. Likely that Glenn would be more comfortable if the business case discussion(s) could await his return. Any chance to front-end load the digital data dives?

From: Mary Scotland [mailto:[redacted]@waterfrontoronto.ca]
Sent: February 14, 2019 10:34 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

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Hi Nancy,

Unfortunately, I don't have the final agenda yet but can confirm that the briefing will focus on either digital data governance or the business case. Can we look forward to having you join the briefing (either in person or via videoconference)?

Thanks,
Mary

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, February 13, 2019 5:30 PM
To: Mary Scotland <[redacted]@waterfrontoronto.ca>
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Hi Mary,

Do you know the specific focus of the February 22nd and March 5th sessions?

Thanks,
Nancy

From: Mary Scotland [mailto:[redacted]@waterfrontoronto.ca]
Sent: February 13, 2019 2:04 PM
To: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: Bi-weekly Quayside MIDP briefing with ADMs

Thanks very much Heywet. Is Nancy available on February 22nd and March 5th? we would like to lock in these dates and proceed with whomever is available.

Best,

Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [redacted]
[redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca

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From: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>
Sent: Wednesday, February 13, 2019 1:57:00 PM
To: Mary Scotland; Ladouceur3, Natalie (INFC)
Cc: Faraday-Smith, Nancy (INFC)
Subject: RE: Bi-weekly Quayside MIDP briefing with ADMs

Hi Mary,

Unfortunately Glenn is not available on the 22nd. Is there any time on the 21st after 2pm? [redacted]

The other proposed dates would work.

Thanks,
Heywet

From: Mary Scotland [mailto[redacted]@waterfrontoronto.ca]
Sent: February 13, 2019 1:46 PM
To: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Fw: Bi-weekly Quayside MIDP briefing with ADMs
Importance: High

Hello everyone,

Following up on the email below, please advise of Glen and Nancy's availability on the proposed dates for the bi-weekly ADM briefings.

Thanks,

Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca

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From: Mary Scotland
Sent: Monday, February 4, 2019 4:53 PM
To: Zewede, Heywet (INFC); 'Ladouceur3, Natalie (INFC)'; 'Andrea Broughton'; 'Brianna Ratzlaff'; Elaine Hung; 'Olowude, Ibukun (MOI'; 'Ward, Peggy (MOI)'
Subject: Bi-weekly Quayside MIDP briefing with ADMs

Hello everyone,

Following the last Quayside MIDP ADM briefing which took place on January 15th, the ADMs have requested recurring bi-weekly, 3 hour briefings commencing February 2019 through the end of May 2019. The briefings will focus on the Digital Data Governance of the MIDP and the business case. The attendees are the same as our last two briefings:

Glen Campbell
Adam Redish
Nancy Faraday-Smith
Wendy Wren
David Stonehouse
Tracey Cooke

At your earliest opportunity, please let me know if the proposed dates are provided below:

February 22 – 10:00am to 1:00pm
March 5 and 19 – 11:30am to 2:00pm
April 2, 16 and 29 – 11:30am to 2:00pm
May 14 and 28 – 11:30am to 2:00pm

Thank you,
Mary

mary scotland | executive liaison and assistant to the ceo | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [redacted]
[redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca

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ATIA - 19(1)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Kristina Verner <KVerner@waterfrontoronto.ca>
Sent: February 14, 2019 12:47 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Edward Chalupka; info
Subject: RE: Sorry to bother but...
Attachments: meeting book - digital strategy advisory panel - meeting # 8.pdf

Nancy – Please see attached … Please note this has the in camera materials as well.

Ed – Can you distribute to other levels of government in case they have issues accessing too.

Thanks!
Kristina

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, February 14, 2019 12:45 PM
To: Kristina Verner <KVerner@waterfrontoronto.ca>
Cc: Edward Chalupka [redacted]@waterfrontoronto.ca>; info <info@waterfrontoronto.ca>
Subject: Sorry to bother but...

I haven't been able to access the DSAP meeting book via the WT website. Any suggestions/help you can offer?

[redacted]

Thanks,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

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Digital Strategy Advisory Panel - Meeting # 8

THURSDAY, FEBRUARY 14, 2019 FROM 1:00 PM TO 5:00 PM

WATERFRONT TORONTO

20 BAY STREET, SUITE 1310

TORONTO, ON, M5J 2N8

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Meeting Book - Digital Strategy Advisory Panel - Meeting # 8

1:00 - 1:05	1. Opening Session		
	a. Call to Order		M. Geist
	b. Approval of Agenda	Approval	All
	Agenda - Page 4		
	c. Declarations of Conflict of Interest		All
	d. Approval of Previous Minutes i. January 17, 2018	Approval	All
	Draft Minutes - January 17 2019 DSAP Meeting # 7 - Page 6		
1:05 - 1:10	2. Chair's Remarks		M. Geist
1:10 - 1:15	3. Management Report	Information	K. Verner
	Management Report - Page 11		
1:15 - 2:30	4. Sidewalk Labs Integration Deep Dives a. Radical Mixed Use/Flexible Use b. Mobility Platform	Issues Identification & Discussion	C. Nevill-Manning, P. Ramaswani & A. Harvey-Dawson
	SWL Presentation - Page 15		
2:30 - 2:40	Break		
2:40	5. Motion to go into closed session The Panel will discuss the matters outlined in Item 6i, being MIDP Role & Review Process – MIDP Evaluation Framework, in a Closed Session as permitted by By-Law No. 2 of the Corporation. The exception relied for the discussion of Item 6i in Closed Session is Section 6.1.1(l) of By-Law No. 2. The Panel will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.	Approval	All
	Closed Session Agenda		
2:40 - 2:55	6. MIDP Review Role & Process i. Framework	Information	K. Greene
	Evaluation Framework and Timing - Page 49		
2:55	7. Motion to go into Open Session	Approval	All
2:55 - 3:40	8. MIDP Review Role & Process Continued		
	ii. Methodology	Discussion & Decision	All
	iii. Criteria (Direction to Working Group)	Discussion	All

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3:40 - 4:00	9. Working Groups	Information	M. Geist
4:00	10. Motion to go into closed session The Digital Strategy Advisory Panel (the "Panel") will discuss the matters outlined in items 7 and 8, being Consideration of applicants for the Manager Digital Governance role and Consideration of applications of new Panelists respectively, in a Closed Session as permitted by Section 3.6.2 of the Digital Strategy Advisory Panel Mandate and Operating Protocols. The exception relied for the discussion of items 7 and 8 in Closed Session is Section 6.1.1(b) (Personal matters about an identifiable individual, including employees of the Corporation) of By-Law No. 2 of the Corporation. The Panel will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.	Approval	All
	Closed Session Agenda		
4:00 - 4:30	11. Consideration of applications of new Panelists	Approval	K. Verner
	Applications - New Panelists - Page 56		
4:30 - 4:50	12. Confidentiality Protocols	Approval	M. Geist
4:50	13. Motion to go into Open Session	Approval	All
4:50 - 4:55	14. Resolutions Arising from the Closed Session (if any)	Approval	All
5:00	15. Adjournment	Approval	All

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WATERFRONT TORONTO DIGITAL STRATEGY ADVISORY PANEL
MEETING #8 - AGENDA

February 14, 2019 -1:00pm - 5:00pm
Waterfront Toronto Boardroom
20 Bay Street, Suite 1320 Toronto, Ontario M5J 2N8

1:00 - 1:05	**1. Opening Session** a. Call to Order b. Approval of Agenda c. Declarations of Conflict of Interest d. Approval of Previous Minutes i. January 17, 2018	 Approval Approval	 M. Geist All All All
1:05 - 1:10	**2. Chair's Remarks**		M. Geist
1:10 - 1:15	**3. Management Report**	Information	K. Verner
1:15 - 2:30	**4. Sidewalk Labs Integration Deep Dives** a. Radical Mixed Use/Flexible Use b. Mobility Platform	 Issues Identification Discussion	 C. Nevill-Manning P. Ramaswani A. Harvey-Dawson
2:30 - 2:40	**Break**		
2:40	**5. Motion to go into closed session**	Approval	All
	The Panel will discuss the matters outlined in Item 6i, being MIDP Role & Review Process – MIDP Evaluation Framework, in a Closed Session as permitted by By-Law No. 2 of the Corporation. The exception relied for the discussion of Item 6i in Closed Session is Section 6.1.1(l) of By-Law No. 2. The Panel will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.		
2:40 - 2:55	**6. MIDP Review Role & Process** **i. Framework**	 Information	 K. Greene
2:55	**7. Motion to go into Open Session**	Approval	All
2:55 - 3:40	**8. MIDP Review Role & Process Continued** **ii. Methodology** **iii. Criteria (Direction to Working Group)**	 Discussion & Decision Discussion	 All All
3:40 - 4:00	**9. Working Groups**	Information	M. Geist

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4:00	**10. Motion to go into closed session**	Approval	All
	The Digital Strategy Advisory Panel (the "Panel") will discuss the matters outlined in items 7 and 8, being Consideration of applicants for the Manager Digital Governance role and Consideration of applications of new Panelists respectively, in a Closed Session as permitted by Section 3.6.2 of the Digital Strategy Advisory Panel Mandate and Operating Protocols. The exception relied for the discussion of items 7 and 8 in Closed Session is Section 6.1.1(b) (Personal matters about an identifiable individual, including employees of the Corporation) of By-Law No. 2 of the Corporation. The Panel will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session. **Closed Session Agenda**		
4:00 - 4:30	**11. Consideration of applications of new Panelists**	Approval	K. Verner
4:30 - 4:50	**12. Confidentiality Protocols**	Approval	M. Geist
4:50	**13. Motion to go into Open Session**	Approval	All
4:50 - 4:55	**14. Resolutions Arising from the Closed Session (if any)**	Approval	All
5:00	**15. Adjournment**	Approval	All

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WATERFRONT TORONTO
DIGITAL STRATEGY ADVISORY PANEL
MEETING #7 - MINUTES
January 17, 2019 - 1:00pm – 5:00pm
Video Archive of Meeting: https://bit.ly/2DXFriW

PANELISTS: Michael Geist
Charles Finley
Kurtis McBride
Jutta Treviranus
Kevin Tuer
Mark Wilson
Andrew Clement
Teresa Scassa
Pamela Robinson
Dave Dame
Alaina Aston

REGRETS: Carlo Ratti

WATERFRONT TORONTO MANAGEMENT & EXTERNAL LEGAL:
Kristina Verner
Chantal Bernier (remote)
George Takach

GUESTS:

Prem Ramaswami	Sidewalk Labs
Craig Nevill-Manning	Sidewalk Labs
Alyssa Harvey-Dawson	Sidewalk Labs

1a. CALL TO ORDER
Being a quorum of Panelists present, the meeting was called to order at 1:04 a.m. Dr. Michael Geist, Chairman of the Panel, presided as Chairman of the meeting.

1b. APPROVAL OF AGENDA
On a motion made by Mark Wilson, seconded by Andrew Clement, it was resolved to approve the agenda for the meeting. Motion Carried.

1c. DECLARATIONS OF CONFLICT OF INTEREST
No new conflicts of interest were registered.

1d. APPROVAL OF PREVIOUS NOTES
On a motion made by Kevin Tuer, seconded by Mark Wilson, it was resolved to approve the notes from the meeting on December 13, 2018 as amended by panelists. Motion Carried.

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2. CHAIR'S REMARKS

Dr. Geist provided opening remarks to the panelists, and noted the introduction of Sli.do as a tool to help coordinate questions during the session.

3. MANAGEMENT REPORT

Data trust primer - The draft primer has been completed and has been circulated to attendees from the workshop and members of DSAP for final comments/changes.
Manager, Digital Governance - The position posting has closed and a shortlisted group of applicants will be interviewed in the following week.

Civic Labs - The next Civic Labs will be held February 13, 2019 in partnership with MaRS Solutions Lab focused on the exploration of the notion of a Civic Digital Trust.

Toronto Region Board of Trade Report - The Board of Trade issued a report calling for the Toronto Public Library to oversee smart city digital governance considerations for smart cities in the region. This article has elevated an important conversation and will continue to have conversations with both the Board of Trade and Library, in addition to our government partners, to explore this idea.

4. SIDEWALK LABS SOLUTIONS OVERVIEW

Prem Ramaswami, Craig Nevill-Manning and Alyssa Harvey-Dawson presented various elements of the technology being contemplated by Sidewalk Labs. Additional details are available through the slides provided in the meeting book. They explained that they are still in the early stages of product development and looking to advance these solutions to a minimum viable product that would showcase the technologies and demonstrate their potential to be beneficial at a district scale.

Stormwater Management System - P. Ramaswami described the solution and how it could integrate into the existing city infrastructure. Panelists advised Sidewalk Labs to investigate the stormwater infrastructure project being undertaken in the Don Valley/Coxwell area to assess the potential for coordination.

Digital Infrastructure - Ubiquitous Connectivity - C. Nevill-Manning provided an overview of the proposed network infrastructure that Sidewalk is proposing in the Master Innovation and Development Plan. Technologies include Software Defined Networks and Super PON. They acknowledged the pre-existing relationship that Waterfront Toronto has with Beanfield Metroconnect, and explained that Sidewalk Labs does not intent to build the network or provide the services. They are inviting carriers and competitors as their goal is to take network technologies to the next level, and publish the standards to encourage others to enter the market. Sidewalk Labs clarified that there is no ambition that the network would be delivered as part of Google Fibre or by any other Alphabet company.

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Koala - P. Ramaswami and C. Nevill-Manning provided an overview of the Koala mount, which they described as the "USB Port for the Urban Environment." These mounts would be provide a flexible, inexpensive option to quickly replace/exchange fixtures, sensors, in the public realm. The mounts provide power and connectivity wirelessly. A demonstration of the prototype was conducted.

Outstanding Questions

Throughout the presentation, panelists made inquiries regarding the various solutions. A consistent question arose around the business case for each of the solutions, and the impact of scale on the solutions. In addition, panelists expressed a need to understand the data and data models in greater detail. Panelists explained that without knowing what data will be required, it is hard to discuss issues of privacy and data governance, since the treatment of the data would be different depending on the data types, characteristics and ownership.

Panelists also expressed a desire to understand how much time Sidewalk Labs has spent in examining global best practices and lessons learned and to receive copies of any reports that may be available so they understand the baseline that they have heading into the project.

Panelists raised concerns about the governance and legal frameworks that would need to be established, particularly with regard to the network components. In addition, there were questions raised regarding the need to prevent against threats to the infrastructure and ensure proper monitoring is in place. Additional clarification regarding the role of Beanfield in the environment needs to be provided.

Panelists recommend further examination of the solutions, specifically with regard to a cost-benefit analysis and potentially the use of socio-technical impact assessments. Concerns were raised regarding the need to future-proof the solutions and provide for interoperability with legacy systems. In addition, the impact of 5G needs to be factored into the infrastructure plan.

Panelists also discussed the need to ensure that elements other than business structures are examined, including the collective structure where diversity, inclusion and affordability is a central consideration to the model. J. Treviranus will provide sample frameworks and models to K. Verner to distribute to the panel and to Sidewalk Labs. In addition, there was a need to ensure transparency, accountability and public auditability to the systems, particularly to ensure that underrepresented populations are not being marginalized.

Panelists were concerned about the potential repercussions of Koala outside of Quayside and urged Sidewalk Labs to consider licensing terms or another measures to prevent the technology from being used to create surveillance platforms. Panelists requested additional information about the type of devices that could be attached, as well as the role of the data trust to ensure ethical use.

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Panelists requested additional information regarding how Sidewalk Labs plans to publish and support the adoption of the standards they are proposing through this project and suggested that Sidewalk Labs investigate credible third parties (e.g. IEEE) that could have a role in the development of these standards.

Panelists raised concerns about the amount of responsibility that was being proposed for the Civic Data Trust/Civic Digital Trust and whether or not the project should/could proceed without the trust being in place. Placing all of the privacy/governance concerns on an entity that does not yet exist is not an appropriate solution. They urged Waterfront Toronto and the Panel to consider the broader governance ecosystem and not consider the trust as the only entity.

Panelists requested that Sidewalk Labs bring forward detailed use cases to demonstrate how the technologies come together to solve challenges at the February meeting. Specific examples requested include the radical mixed use management and mobility platforms.

5. WATERFRONT TORONTO'S DIGITAL GOVERNANCE & PRIVACY EVALUATION OBJECTIVES

K. Verner presented the current digital governance and privacy objectives that will be used to frame the evaluation of the Master Innovation and Development Plan. Waterfront Toronto is working with KPMG to finalize the evaluation criteria. She asked for panelists to create a working group to assist with the development.

Panelists reinforced the need to understand the data ownership being considered through the project, and emphasized that the Panel needs time separate from Sidewalk Labs on these important issues. In addition, they noted that all three levels of government need to be engaged. The panelists also encouraged Waterfront Toronto to share interim work product to be able to provide earlier feedback. Panelists also expressed a need to determine what volume of information from Sidewalk Labs will be required to evaluate the MIDP, whether it will be the full MIDP or a subset of information related to the technology proposals.

The following members of Panel offered to participate in the working group: Alain Aston, Pamela Robinson, Kevin Tuer, Teresa Scassa, Jutta Treviranus, Charles Finley, Mark Wilson and Andrew Clement.

6. SUBCOMMITTEE STRUCTURE PROCESS

In order to ensure that the working groups/subcommittees were able to be actioned, clarity was required regarding the urgency to establish these given the resource constraints, and current demands on panelist time. The Governance and Evaluation Working Groups need to be put into action. C. Finley and M. Geist will work with K. Verner to finalize the Working Group Structure and process prior to the next meeting to ensure that there is clarity as to the best way to operationalize the structure.

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7. MOTION TO GO INTO CLOSED SESSION

On a motion made by Pamela Robinson, seconded by Dave Dame, the Panel moved into closed session to consider the applications for the Manager, Digital Governance and new Panel Members. Motion carried.

8. MOTION TO GO INTO OPEN SESSION

On a motion made by Mark Wilson, seconded by Alaina Aston, the Panel moved into open session. Motion carried.

9. RESOLUTION ARISING FROM CLOSED SESSION

None.

10. OTHER BUSINESS

None.

11. OTHER BUSINESS

On a motion made by Charles Finley, seconded by Teresa Scassa, and carried unanimously, it was agreed that there was no further business of the Panel to transact, the meeting was closed at 5:30 a.m.

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FEBRUARY 14, 2019

Management Report

Kristina Verner, Vice President, Innovation, Sustainability & Prosperity

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Developments since January 17, 2018

Data Trust Primer - Public Launch – January 18, 2019.

Info Sheets – Social media campaign.

DSAP New Panelist Recruitment - 14 applications received and reviewed. Additional information to be provided in closed session.

Manager, Digital Governance - Interviews have been conducted. Additional information to be provided in closed session.

Civic Labs

- Civic Lab #2: Civic Digital Trusts held February 13, 2019.
- Civic Lab #3: Data Ownership, Monetization & Shared Benefits – Week of March 25

Stakeholder Advisory Committee - Quayside

- The Stakeholder Advisory Committee for the Quayside project on February 26, 2019. The focus will be on the technology proposals from Sidewalk Labs.

Ontario Government Data Consultation

- The provincial government launched the first phase of their public consultation Ontario's Data Strategy on February 5, 2019.

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Thank you.

Waterfront Toronto
20 Bay Street, Suite 1310
Toronto, ON M5J 2N8
www.waterfrontoronto.ca

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DSAP | January 2019

Recap of January 17th Presentation

A	**Neighbourhood-Scale Software-Defined Network** • Personal private networks • Higher security • Better management	NETWORKING
B	**Super Passive Optical Network** • Higher-capacity, more efficient fiber use • Easier upgradability	HARDWARE
C	**Koala: Standard Outdoor Mounts with Power & Connectivity** • Reduce time, cost and disruption of deployment • Increase rate of innovation	
D	**Next Time: Open Data in Standard Formats via Standard Interfaces** • Enable innovation • Significantly reduce vendor lock-in	SOFTWARE (for next time)

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Today's Presentation

SIDEWALK LABS

Discuss two end-to-end data use case examples

1. Real-time measurement to improve mobility
2. Enable a greater mix of uses within buildings

Open Standards

3. Open Data in Standard Formats via Standard Interfaces

Accessibility

4. Digital accessibility principles

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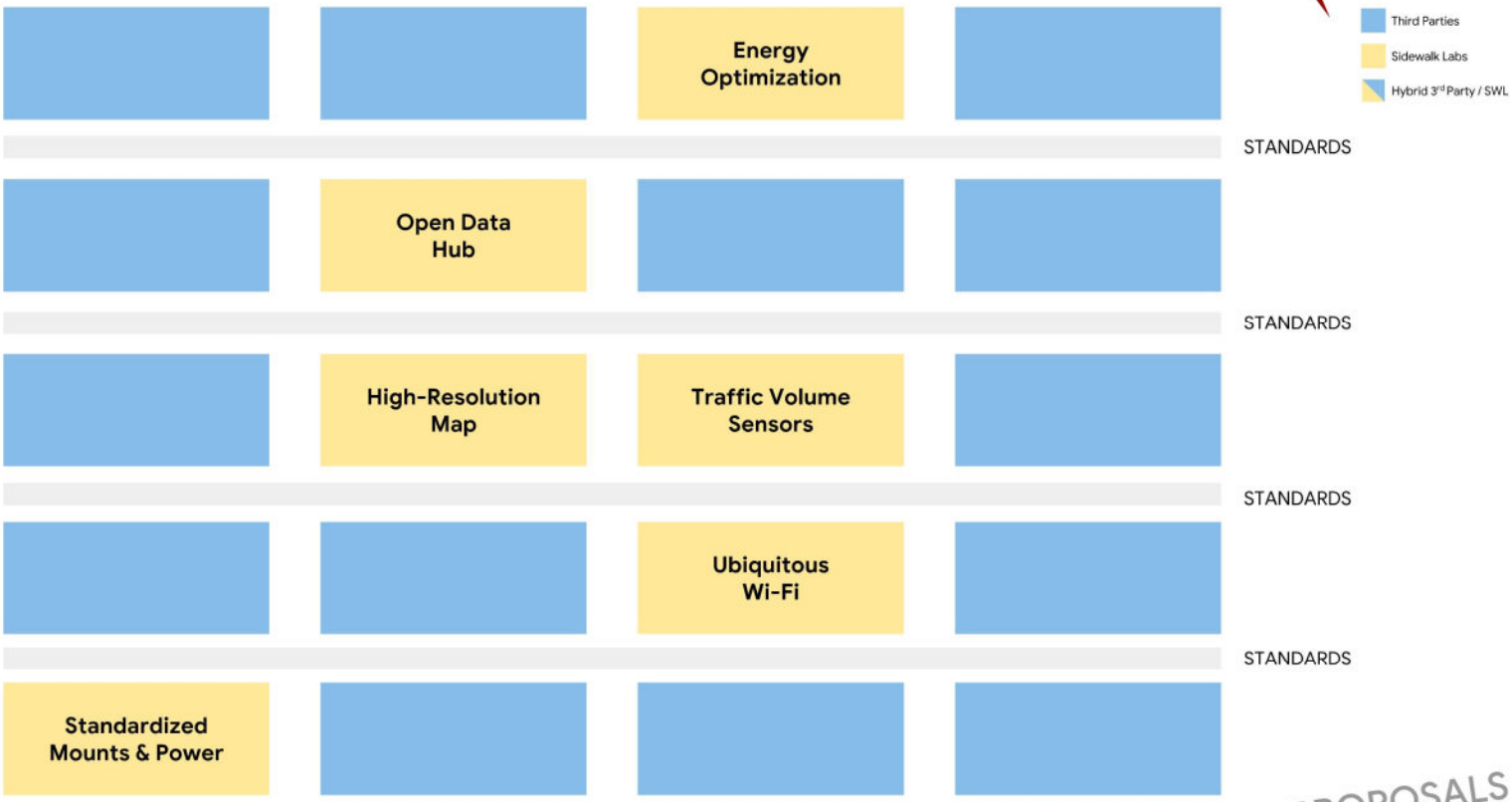
DSAP | Recap: October 16th 2018

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

On Oct 16, we presented this slide...

SIDEWALK LABS



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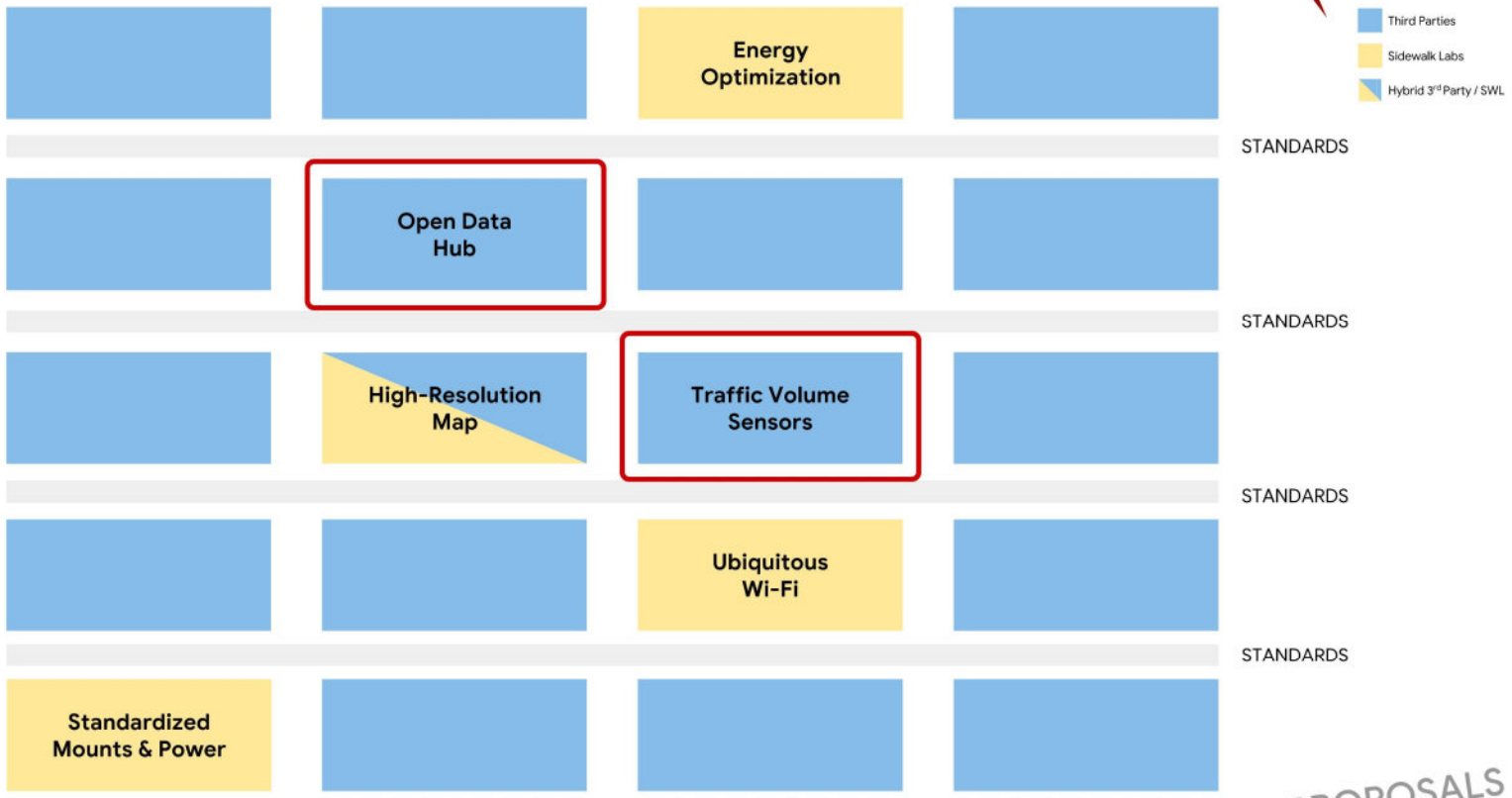
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DSAP | January 2019

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

Since then, it has become clearer that some components that we thought we might have to build ourselves will likely be able to be provided by third parties.



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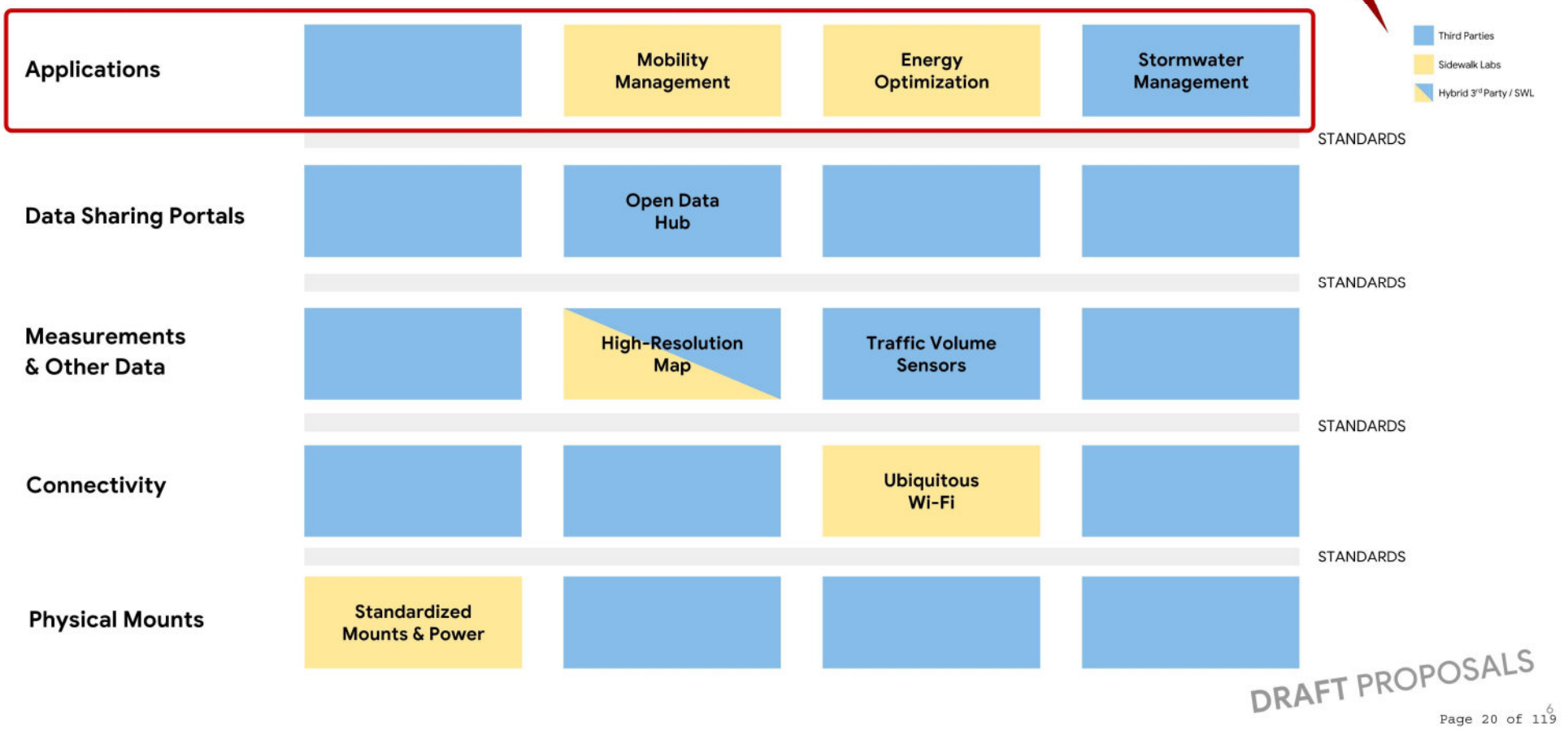
DSAP | Recap: December 13th 2018

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

On December 13th, we presented some specific use cases focused on quality-of-life goals.

SIDEWALK LABS



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DSAP | January 17th

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

On January 17th, we presented specific components of our proposed digital infrastructure.

SIDEWALK LABS



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DSAP | Today

Urban Digital Architecture Sketch

Each function within the urban technology stack will be served by Sidewalk Labs and also by others. Interchangeability requires standardized interfaces and formats.

Today we'll discuss how open standards and formats enable an ecosystem of innovation.

SIDEWALK LABS



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DSAP

Where We Are Today

2018 / 2019 / 2020 / 2021 / 2022 / 2023...	**We are early in our overall product development cycle.** This work reflects the most current perspective from our team. We will continue to refine as we learn from customers and initiate pilots.
Responsible Use of Data	**Throughout our development process, we will be committed to the responsible use of data,** such as privacy by design principles, even as we consult on a broader data governance policy for Quayside, such as our proposal for an independent Civic Data Trust.
We Will Use Published Standards	**The ideas we are describing will use published standards.** We will be engaging partners with whom we hope to develop and deploy these ideas and ecosystems.

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DSAP

We are early in the product development cycle

SIDEWALK LABS

Discovery

Strategy and plan, also known as the "why" and "what"?

Delivery

Working through tradeoffs to deliver the optimal solution, aka "what" and "how"?

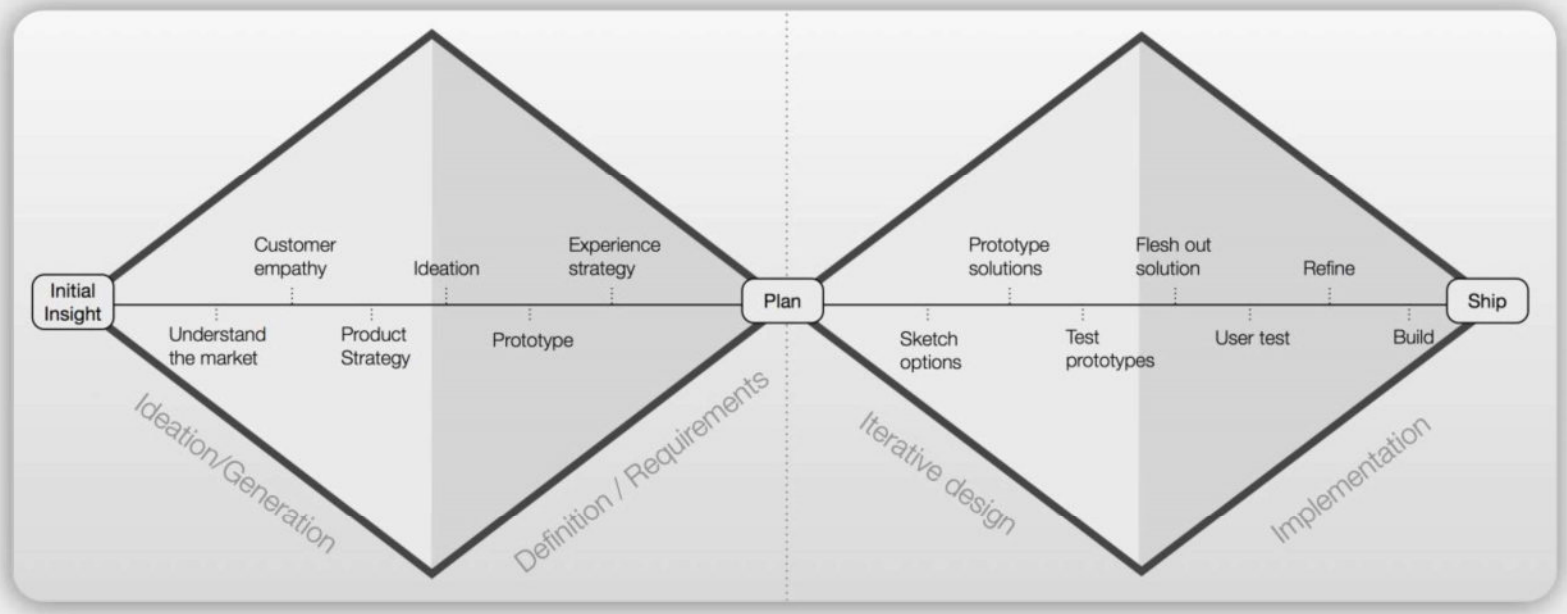


Image credit: Peter Merholz

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DSAP

We are early in the product development cycle

Discovery

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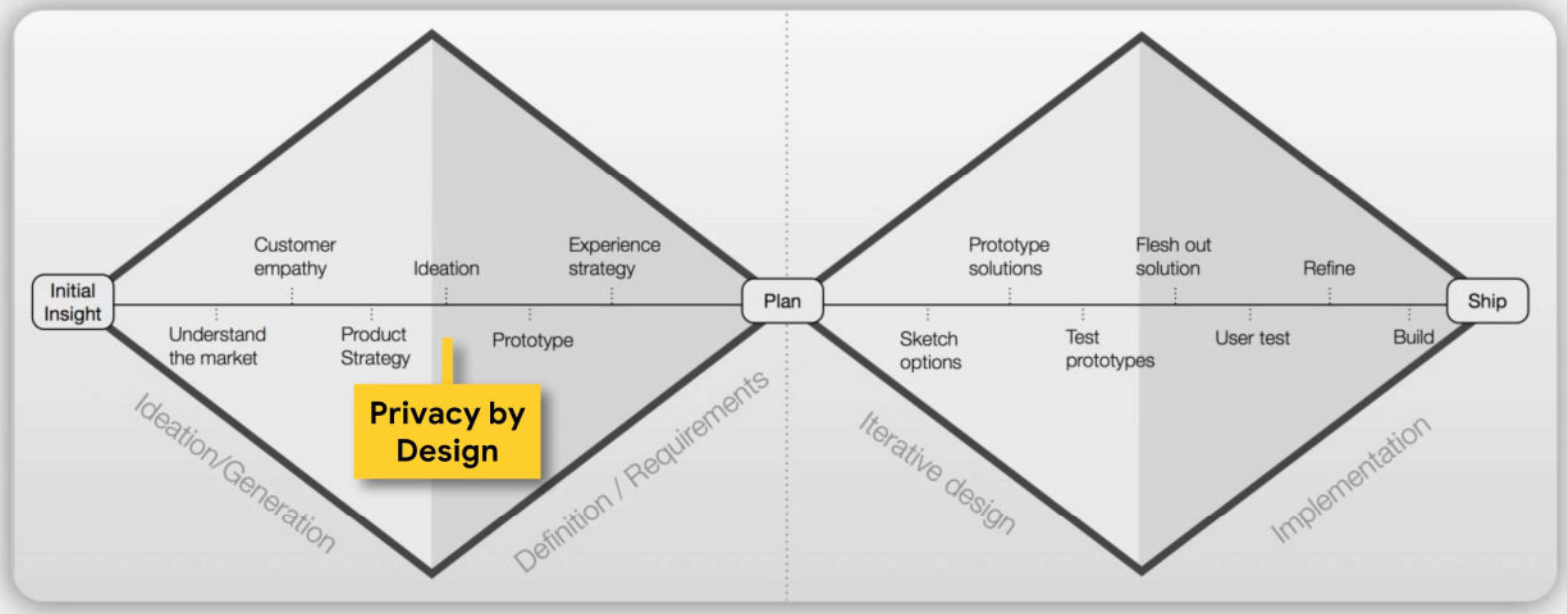


Image credit: Peter Merholz

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DSAP

We are early in the product development cycle

Discovery

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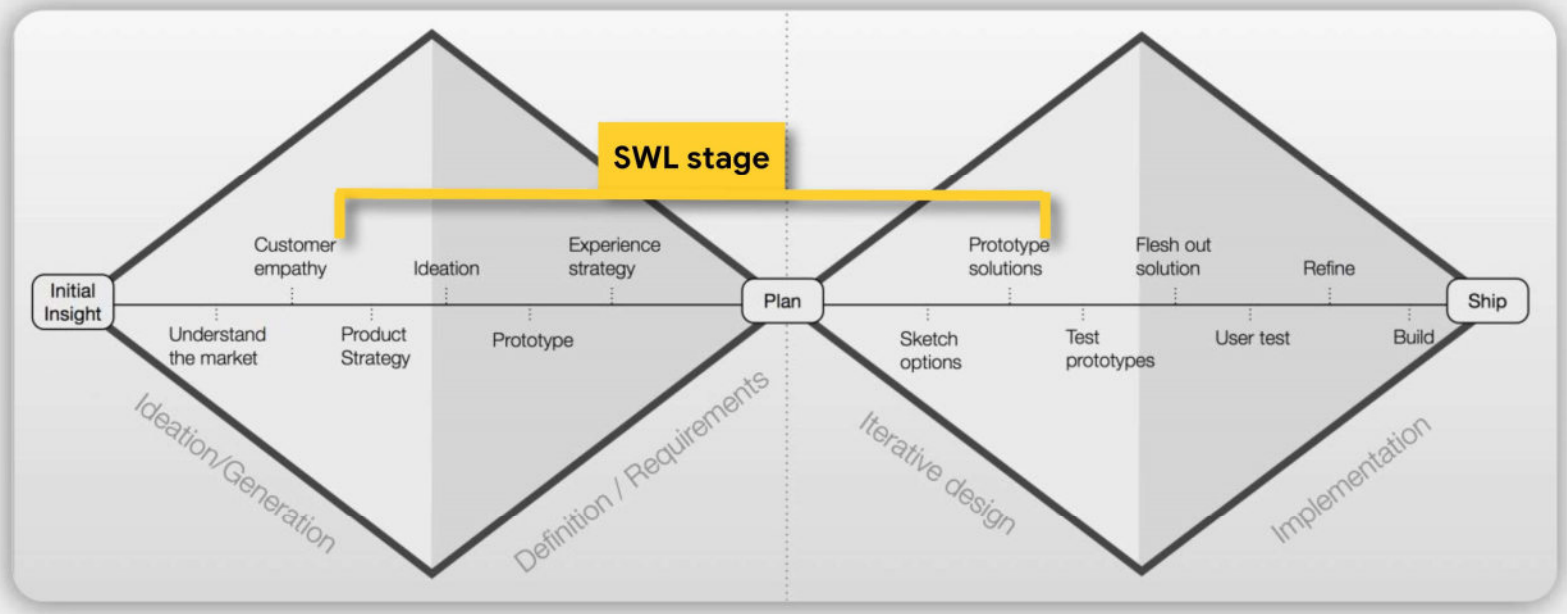


Image credit: Peter Merholz

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Today

SIDEWALK LABS

1

Use Case Example One:

Real-time measurement to improve mobility

2

Use Case Example Two:

Enable a greater mix of uses within buildings

3

Open Standards:

Open data in standard formats via standard interfaces

4

Accessibility Principles:

Digital accessibility principles

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Improving Mobility - Numina Pilot at 307

Why

- We believe that cameras with on-device de-identification can be among the most versatile, privacy-preserving, and cost-effective options for measuring mobility.
- Understanding the flow of pedestrians, bicycles and vehicles, as well as how long people are waiting to cross the road will reduce congestion and waiting time while increasing safety.

What

- As a stand-in for a future street, we are piloting this technology at 307 Lake Shore Blvd East, to understand flows of people throughout the space and aggregate statistics about time spent looking at exhibits, including outdoor weather mitigation structures, flexible pavers and indoor exhibits.
- All sensing is de-identified at source.

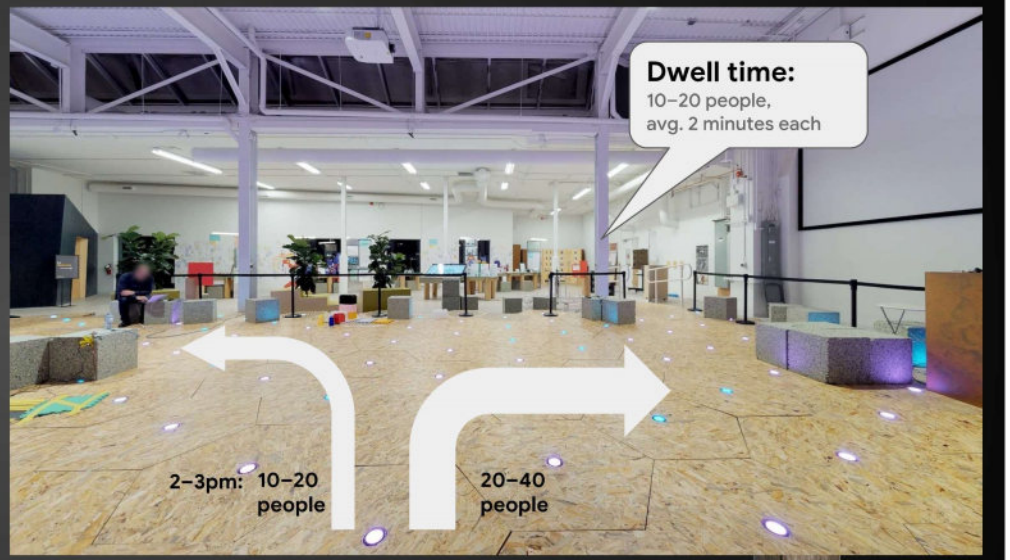
How

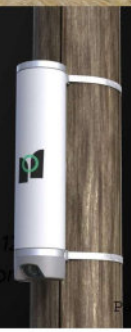
- Apply Responsible Data Use guidelines
- Test the use of sensors developed by Numina, a civic tech startup using computer vision to quantify movement on streets.
- Numina's software creates "boxes" around each moving object within their sensor's field of view, classifying into broad categories such as pedestrian, cyclist, car without tracking any personal information.

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Improving Mobility - Numina Pilot at 307

- Numina employs on-device processing to derive de-identified data from images
- The device currently generates paths that moving things took in the scene – pedestrians, cyclists, vehicles – but do not include any information other than the path, category, and timestamp.





In-house SDN rack with 1
experimentation

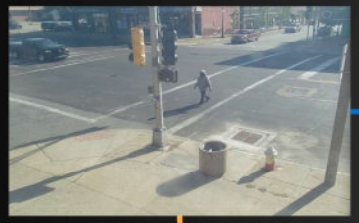
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Improving Mobility - Numina System Diagram

For illustrative purposes

SIDEWALK LABS

On-site Sensor



de-identification

Sensor analyzes images and sends de-identified paths to the cloud

delete images

One randomly sampled image per hour is transmitted, de-identified by blurring, and then stored by Numina for 30 days for quality assurance.

Cloud Servers


```
{
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  "box": "[128, 330, 169, 431]",
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  "feedid": "5840a25fffe95e3ff799859e",
  "trackid": "a1ac9ada67a84333b6d31227fac59b9d"
},
```


De-identified path data is stored in the cloud indefinitely.



Randomly sampled Image deleted after 30 days

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RDUA details

Key privacy or data governance consideration

In this pilot, transitory personal information (images) is being captured by a third-party sensor in a privately managed, public space.

De-identification of those images occurs on device.

Risk mitigation

De-identification

In accordance with the RDU Guideline of de-identification by default, the manufacturer of the sensor de-identifies any personal image at the earliest opportunity using the following method: on-device into a sequence of time stamped 2d coordinates linked by an arbitrary path id number and a "class", which specifies if the moving object is a person, bicycle, car, truck, or bus. Sidewalk Labs also never receives any personal information.

Transparency

To satisfy the RDU Guideline of providing transparency on data collection activities, Sidewalk Labs is going to post signs notifying visitors of the data collection activity and the use of the sensors.

Security

Numina's sensors encrypt all communication with TLS1.2 using industry standard AES-256 encryption. Only authorized devices can communicate with sensors, and keys are carefully maintained and rotated frequently. This removes pathways for data interception or sensor access by unauthorized third parties.

Decision

Sidewalk Labs approved this pilot because it meets the beneficial purpose of testing the technology, which is intended to be a tool to improve mobility. Using the RDUA to assess the risks, the manufacturer of the sensors implemented privacy-preserving technology and de-identified the images captured.

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SIDEWALK LABS

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Open data in standard formats via standard interfaces

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Digital accessibility principles

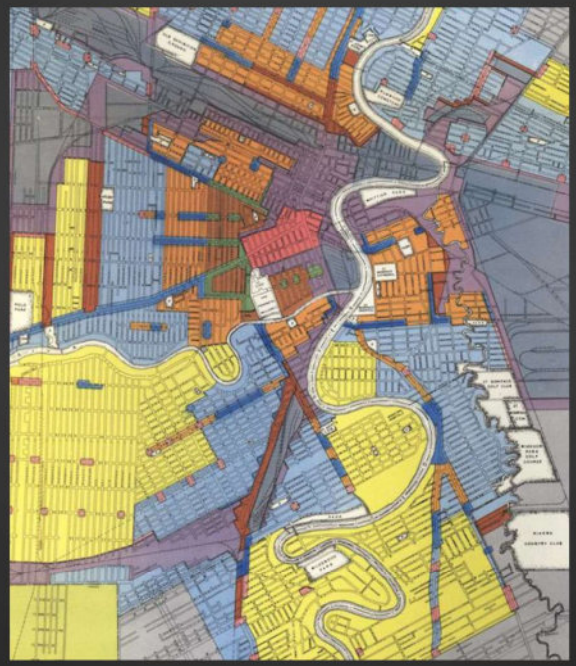
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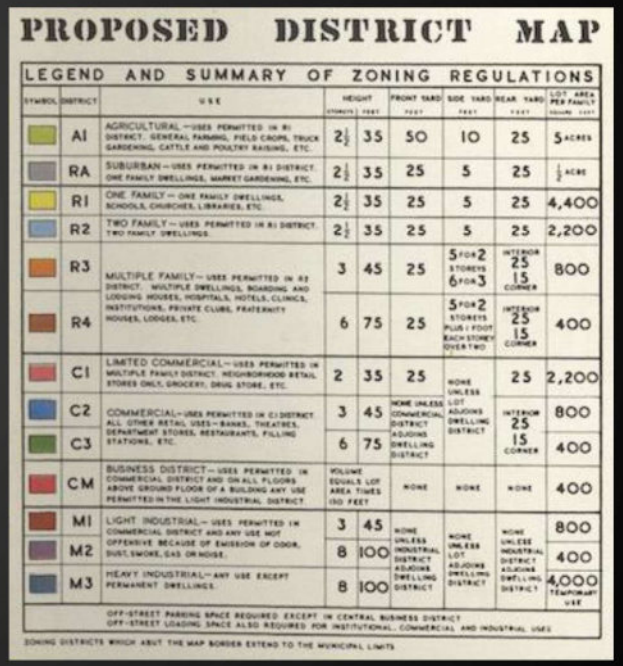
Twentieth-Century approaches to zoning

SIDEWALK LABS

For most of the twentieth century, cities separated residential, commercial, and industrial uses geographically to protect homes from noise, air pollution, and other nuisances.

This discouraged an active mix of home, work, and retail into the same neighbourhood — let alone the same building, often creating districts that were deserted at certain times and increasing travel for workers.





PROPOSED DISTRICT MAP

LEGEND AND SUMMARY OF ZONING REGULATIONS

SYMBOL	DISTRICT	USE	HEIGHT STORIES	HEIGHT FEET	FRONT YARD FEET	SIDE YARD FEET	REAR YARD FEET	LOT AREA PER FAMILY SQUARE FEET
	A1	AGRICULTURAL—USES PERMITTED IN A1 DISTRICT. GENERAL FARMING, FIELD CROPS, TRUCK GARDENING, CATTLE AND POULTRY RAISING, ETC.	2½	35	50	10	25	5 ACRES
	RA	SUBURBAN—USES PERMITTED IN A1 DISTRICT. ONE FAMILY DWELLINGS, MARKET GARDENING, ETC.	2½	35	25	5	25	½ ACRE
	R1	ONE FAMILY—ONE FAMILY DWELLINGS, SCHOOLS, CHURCHES, LIBRARIES, ETC.	2½	35	25	5	25	4,400
	R2	TWO FAMILY—USES PERMITTED IN A1 DISTRICT. TWO FAMILY DWELLINGS.	2½	35	25	5	25	2,200
	R3	MULTIPLE FAMILY—USES PERMITTED IN A2 DISTRICT. MULTIPLE DWELLINGS, BOARDING AND LODGING HOUSES, HOSPITALS, HOTELS, CLINICS, INSTITUTIONS, PRIVATE CLUBS, FRATERNITY HOUSES, LODGES, ETC.	3	45	25	5 FOR 2 STOREYS 6 FOR 3	INTERIOR 25 15 CORNER	800
	R4		6	75	25	5 FOR 2 STOREYS PLUS 1 FOOT FOR EACH STOREY OVER TWO	INTERIOR 25 15 CORNER	400
	C1	LIMITED COMMERCIAL—USES PERMITTED IN MULTIPLE FAMILY DISTRICT. NEIGHBORHOOD RETAIL STORES ONLY, GROCERY, DRUG STORE, ETC.	2	35	25	NONE UNLESS LOT ADJOINS DWELLING DISTRICT	25	2,200
	C2	COMMERCIAL—USES PERMITTED IN C1 DISTRICT. ALL OTHER RETAIL USES—BANKS, THEATRES, DEPARTMENT STORES, RESTAURANTS, FILLING STATIONS, ETC.	3	45	NONE UNLESS COMMERCIAL DISTRICT ADJOINS DWELLING DISTRICT		INTERIOR 25 15 CORNER	800
	C3		6	75				400
	CM	BUSINESS DISTRICT—USES PERMITTED IN COMMERCIAL DISTRICT AND ON ALL FLOORS ABOVE GROUND FLOOR OF A BUILDING ANY USE PERMITTED IN THE LIGHT INDUSTRIAL DISTRICT	VOLUME EQUALS LOT AREA TIMES 150 FEET		NONE	NONE	NONE	400
	M1	LIGHT INDUSTRIAL—USES PERMITTED IN COMMERCIAL DISTRICT AND ANY USE NOT OFFENSIVE BECAUSE OF EMISSION OF ODOR, DUST, SMOKE, GAS OR NOISE.	3	45	NONE UNLESS INDUSTRIAL DISTRICT ADJOINS DWELLING DISTRICT	NONE UNLESS LOT ADJOINS DWELLING DISTRICT	NONE UNLESS INDUSTRIAL DISTRICT ADJOINS DWELLING DISTRICT	800
	M2		8	100				400
	M3	HEAVY INDUSTRIAL—ANY USE EXCEPT PERMANENT DWELLINGS.	8	100				4,000 TEMPORARY USE

OFF-STREET PARKING SPACE REQUIRED EXCEPT IN CENTRAL BUSINESS DISTRICT
OFF-STREET LOADING SPACE ALSO REQUIRED FOR INSTITUTIONAL, COMMERCIAL AND INDUSTRIAL USES

ZONING DISTRICTS WHICH ABUT THE MAP BORDER EXTEND TO THE MUNICIPAL LIMITS

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Mixed use

For illustrative purposes

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Why

- Buildings should be able to accommodate a diverse range of tenants — residential, commercial, retail and light industrial.
- However, it's important to minimize the nuisances that commercial and light industrial tenants might create for their neighbours, including machinery noise, odors and vibration from industrial processes, so there needs to be some way to monitor these nuisances and give feedback.

What

- All commercial and light-industrial tenants adhere to agreed-upon limits on nuisances such as noise and air pollution.
- Sensors monitor common spaces (such as hallways and lobbies) on an ongoing, real-time basis and alert appropriately.
- This system **will not** monitor residential units.

How

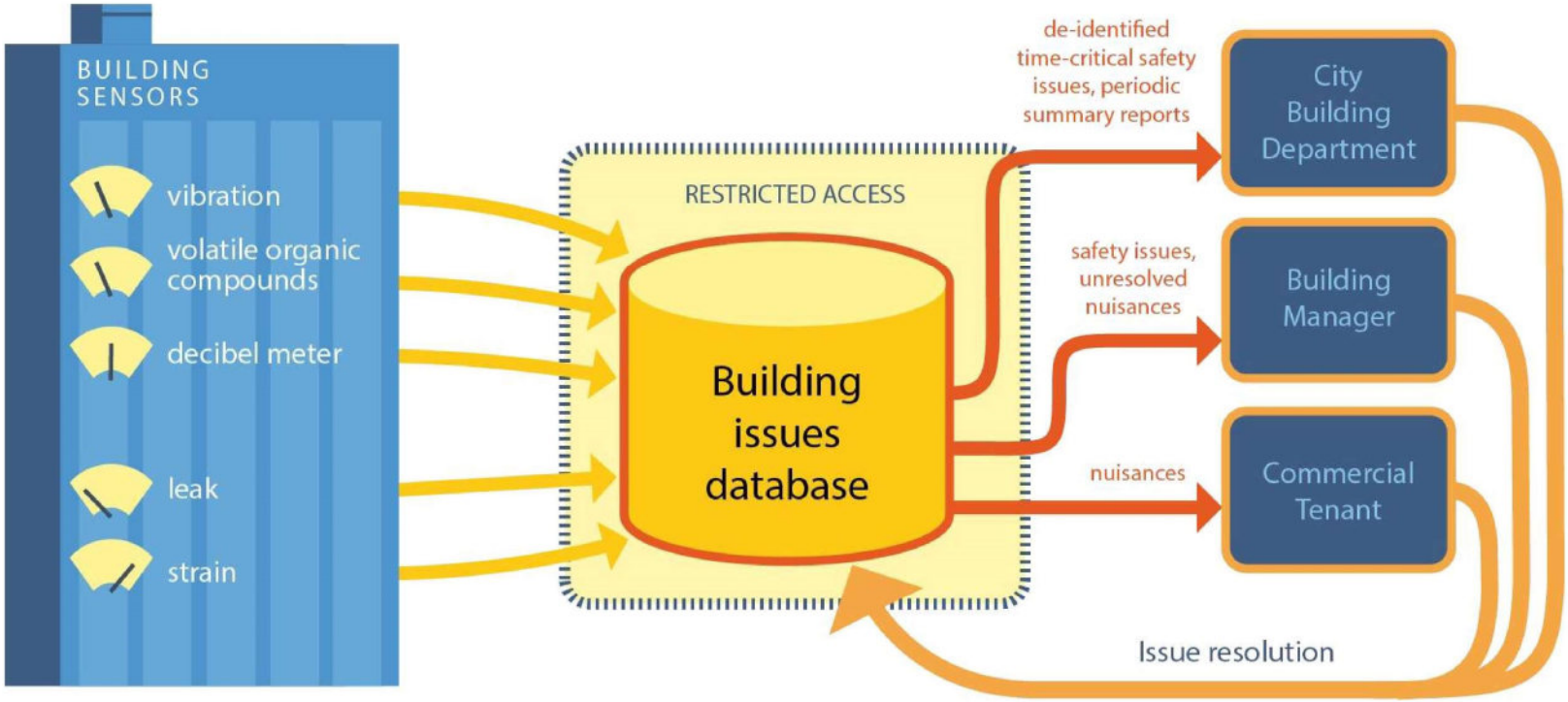
- Deploy devices in common spaces that collect non-personal information on vibration, interior air quality, noise levels, energy and water use.
- Access to data will be restricted and monitored
- Any issues are sent to the commercial tenant responsible immediately. If not resolved quickly, they are sent to the building manager for follow-up.
- Issues that create life-safety concerns, such as noxious fumes, would be communicated more quickly and broadly.

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Mixed use monitoring

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RDUA details

For illustrative purposes

SIDEWALK LABS

Key privacy or data governance consideration

In this proposed potential project, to enable a greater mix of commercial and light-industrial spaces, certain environmental information is captured in common spaces by sensors that record and analyse that data. The environmental information collected is Urban Data because it is data collected in a privately owned common space in Quayside.

The data collector must determine whether the data activity involves the collection and use of Personal Information and if so, they must assess compliance with Canadian privacy laws. The data collector must also assess whether they are collecting or using data about people. If so, the data collector completes a RDUA and submits it to the Trust for approval. If the data is not Personal Information and is not data about people, the data collector would submit an application to the Trust that includes the location of the sensors for the sensor registry.

Example RDUA questions:

- What are all of the sources of the data? Describe the technology that will be used to collect/use data.
- Is the data going to be used for advertising purposes?
- What are the benefits to the individual or groups of individuals?
- Does the anticipated use of the data create a risk of harm to the individual or group of individuals (including if there is unauthorized use internally or by third parties)?
- Could the anticipated use of the data result in unforeseen consequences that could reasonably be considered harmful?
- Could the anticipated use of technology harm or benefit certain individuals, groups of people, or communities in unintended or unexpected ways?
- Do the benefits of the data activity outweigh the potential risks?

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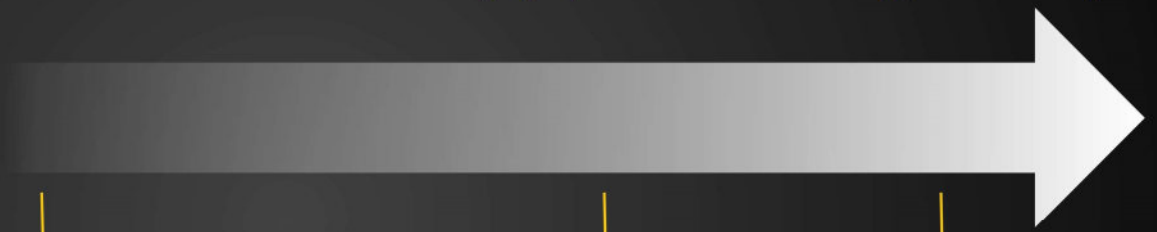
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Open Data today

Existing solutions

- Toronto's Open Data Portal uses CKAN, an open-source system for open data portals
- ThinkData Work's Namara focuses on normalizing datasets to common formats
- Socrata, OpenGov, Stae, Enigma

There is still a usability gap for technology developers



Early open data (c. 2010)

- Focus on data that is easy to make open, rather than use cases
- Non-standard formats
- Non-standard access methods
- Often not up-to-date
- Not real-time

NOW

What software developers expect

- Application Programming Interfaces (APIs)
- Standardized, well-documented data formats
- Real-time, complete

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Open Data in Standard Formats and Standard Interfaces

Why

- **Allow for faster innovation.** If software and hardware developers can easily find documentation, example code, they can focus on solving the problems they're interested in.
- **Avoid vendor lock-in.** Standardized interfaces allow one solution to be replaced with a cheaper or better one – like switching web browsers or mail clients.
- **Create an ecosystem.** As APIs and formats are used more broadly, an application developer can build one for many customers – like much of the consumer and business technology industry.

What

- When developing for mobile devices, the web, personal computers and servers, software developers are accustomed to using Application Programming Interfaces (APIs) with example code and good documentation.
- If cities provide the same environment when building applications for cities, the rate of technology innovation will increase substantially.

How

- Support existing standards where they exist
- Develop new formats and APIs with as broad a set of partners as possible.
  - begin by building applications collaboratively
  - where APIs and formats prove valuable, pursue consensus with partners to create new standards

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Open Formats

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Some of the data standards we are using, or are considering using:

Geography

- **GeoJSON** – simple representation for geographic objects
- **CityGML** for representing high-resolution city data
- **OpenStreetMap**, a representation of roads and other public realm infrastructure

Buildings

- **Industry Foundation Classes**, a standard for Building Information Models, along with Linked Data extensions
- **CityGML** and **CityJSON**, standards for describing building shapes and sizes

Mobility

- **SharedStreets** emerging standards for describing traffic and street segments
- **GTFS**: Transit Schedules
- **GBFS**: real-time bike share availability

Sustainability

- **Brick** - a standard for describing building infrastructure, including HVAC systems

Public Realm

- **Public Life Data Protocol**, a standard from the Gehl Institute on use of public space

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Cost, Access, Governance

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Cost

- Free for research and small-scale development use.
- At larger scale, higher-frequency use, or with service level agreements, portals should be able to recover costs.
- A competitive environment should keep costs down.

Governance

- Civic Data Trust should require use of standards.
- International standards organizations, e.g. World Wide Web Consortium, the Institute of Electrical and Electronics Engineers, International Organization for Standardization, Open Geospatial Consortium
- Industry consortia, e.g. Open Cities Network

Access

- Publicly accessible by default
- Option for restricted access, e.g. CDT determines data is sensitive or re-identifiable
- Option for proprietary data, e.g. CDT allows collector to charge for real-time data while publishing delayed or aggregate data.
- Access could be controlled by the CDT using a method similar to Estonia's X-Road

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Digital Map Example

For illustrative purposes

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Why

- Detailed, three-dimensional map for residents and visitors to explore and visualize points of interest, routes, sensor locations, events
- Autonomous vehicles
- Robotic delivery
- Heating and cooling optimization based on when sunlight will shine on buildings
- Recording and planning maintenance tasks (e.g. every park bench with a unique identifier)
- Policy / decision making

What

- Contributions to OpenStreetMaps, and open data portals including more detail, higher accuracy locations and elevation
- Geographic data objects, e.g. building geometry, street furniture, created in the process of designing and building Quayside made publicly available
- New APIs to access detailed maps
- Consistent use of standard formats (e.g. IFC, CityGML, SharedStreets)
- No data silos due to incompatible formats or discoverability – but restricted access for sensitive data.

How

- Building on existing data formats and sources
- Making BIM models for buildings, CAD drawings of urban plans and infrastructure, and location of sensors available in open formats
- Maintaining and updating the map automatically
- Providing high reliability, low latency access to the data

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Accessibility

For illustrative purposes

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1. The accessibility community has driven major contributions to **technological innovation**. We want to create structures that legitimize, give credit to, and pay the people doing this important work.
2. In some places, we're considering integrating **digital tools into city life**. That means those tools need to work for everyone.
3. We are starting from scratch, so we can build an **intentionally flexible** city.
4. Designing from **underrepresented and marginalized experiences** makes the final product better for everyone. This is often known as the curb cut effect.
5. **Co-designing** with people with lived experience of disability and marginalization is the best way to create experiences that work for everyone.

DRAFT
for discussion

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Whom do we build with?

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This is not a comprehensive list; it aims to give a sense of the variety of experiences we're considering — without reducing lived experiences to archetypes. We're focused on co-creating with people, not building for them.

- People who are deaf, hearing impaired, and/or part of the Deaf community
- People with sight impairment, low vision, or blindness
- People with color blindness
- People with cognitive impairment
- People with developmental disabilities
- People using wheelchairs or other mobility aids
- People with walking difficulties
- People with reduced manual dexterity, arm function, or strength
- People with diversities in age (children and older adults)
- People who need to sit down or rest frequently
- People who have survived trauma
- People who experience PTSD
- People who are accompanied by service animals
- People with diversities in stature (includes people who are very tall, short, or obese)
- People who aren't paying attention or are on their phones
- People who are pregnant or nursing
- People who are accompanied by babies and/or young children
- People who are neurodiverse, have ADHD, or are on the autism spectrum
- People experiencing allergies
- People who are exceptionally sensitive to cold or heat
- People who are sensitive to loud or persistent noise
- People who are not experienced with technology
- People who experience chronic and/or acute pain
- People experiencing anxiety, depression, altered perceptions
- Newcomers, non-native English speakers
- Caregivers

DRAFT for discussion

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Digital Accessibility Principles (Draft #1)

For illustrative purposes

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1. Provide information in multiple, easily accessible formats and languages.
2. Support multiple input modalities to all digital experiences.
3. Preserve privacy and support fairness in machine learning.
4. Allow an easy way to give feedback on digital tools.
5. Use common standards for messages in audio wayfinding features.
6. Provide a recommended, free option that is also open to third-party alternatives wherever technology is necessary to interact with a key service.
7. Use the best digital accessibility standards available and set new, higher standards wherever possible.

DRAFT for discussion

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DSAP

A reminder: we are early in the product development cycle

Discovery

Strategy and plan, also known as the “why” and “what”?

Delivery

Working through tradeoffs to deliver the optimal solution, aka “what” and “how”?

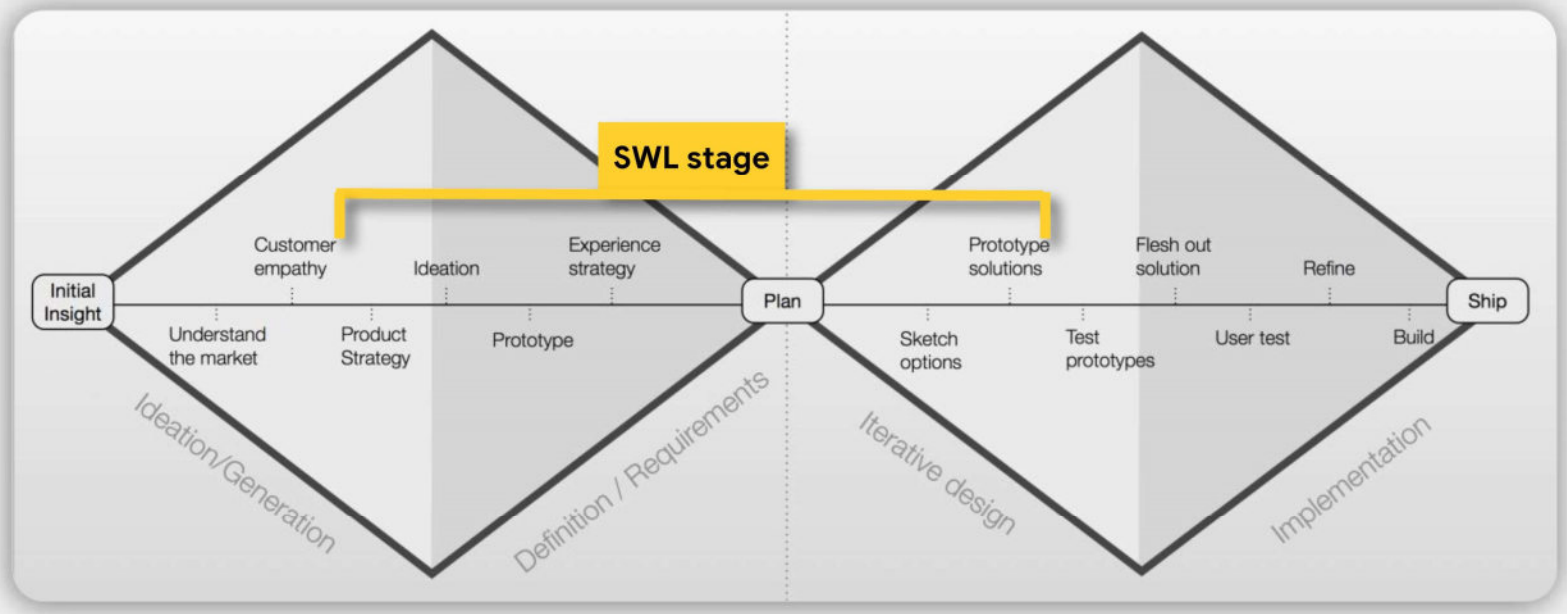


Image credit: Peter Merholz

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In summary

Discuss two end-to-end data use case examples

1. **Real-time measurement to improve mobility**
   – **Numina pilot at 307** - a computer vision sensor that de-identifies on device
2. **Enable a greater mix of uses within buildings**
   – Ensure that commercial and industrial uses don't create nuisances for residents.

Open Standards

3. **Open Data in Standard Formats via Standard Interfaces**
   – Allow for faster innovation, prevent vendor lock-in, and create a vibrant ecosystem

Accessibility

4. **Digital accessibility principles**
   – Our commitments to digital accessibility in the tools we create

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Evaluation Framework Update

DSAP
February 14, 2019

Draft and Confidential

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Evaluation Framework as applied to the MIDP Outline

SWL is proposing three volumes for the MIDP, each volume will need specific evaluation teams & techniques

VOLUME ONE

Development Plans at three scales

- Testbed Scale
- Proof-point Scale
- Full Scale

Evaluation required:
Review and evaluate development planning, pillar work/innovations (as they relate to planning) and the overall case for scale as it relates to achieving objectives and financial feasibility

VOLUME TWO

Pillar deep dives and innovation ideas

- Mobility
- Public Realm
- Buildings
- Housing
- Sustainability
- Digital Infrastructure

Evaluation required:
Review the innovations presented by each pillar for adherence to goals and objectives and overall viability

VOLUME THREE

Business Terms, Financial Model, Roles & Responsibilities, Policy Impacts, Implementation

Evaluation required:
Review rooted in financial analysis tied back to pillar work, economic growth, viability, policy achievability and implementation roles and responsibilities

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Process to Develop the Evaluation Framework

WT management and the consultancy have been drafting the MIDP Evaluation Framework

The Framework is consistent with:

- Waterfront Toronto's Mandate
- The original RFP: *Define measurable outcomes for the Project, including the necessary Key Performance Indicators ("KPI's") and measurement techniques to evaluate success. (p. 14)*
- The PDA: WT's defined role of:
  - Working with Sidewalk Labs to develop the financial model and implementation phasing for the Project that seeks to make the Project financially viable and developing the business case for the MIDP, taking into account land value, Intellectual Property and infrastructure plans and any related standards or requirements (Section 1.03 (a)(vii));
  - Collaborating with Sidewalk Labs with respect to the achievement of the vision and goals of the Parties..., including with respect to sustainability, buildings, community and city services, public realm, mobility and digital platform (Section 1.03 (a)(ix));

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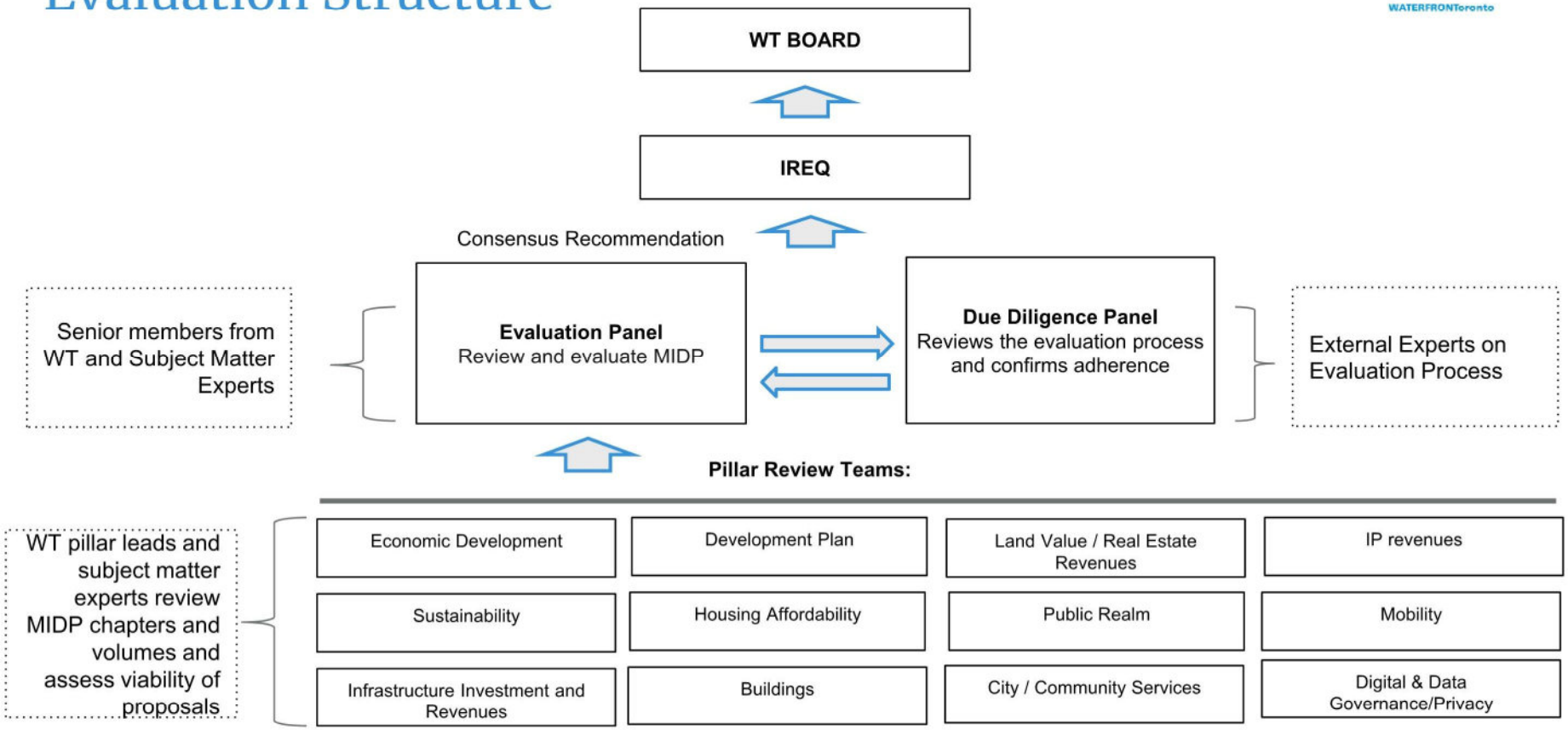
Evaluation Framework: 3 Components

Framework components are applied at the pillar level and overall

FRAMWORK COMPONENT	DESCRIPTION	MIDP VOLUME(S)	TYPE of MEASUREMENT	
1. Goals and Objectives	**Quantitative and Qualitative** Must Haves 4 Must Dos 4 Pillar Targets 8	**Vol 1** **Vol 2** **Vol 3**	**Point scoring system**	OVERALL MIDP EVALUATION
2. Business Terms/ ProForma	**Quantitative** multi pronged and tied to Goals and Objectives	**Vol 3**	**Development Pro-forma** Pass/Fail	
3. Development Plan	**Qualitative** Rooted in public policy and tied to Goals and Objectives	**Vol 1**	**Planning Justification Report** Pass/Fail	

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Evaluation Structure

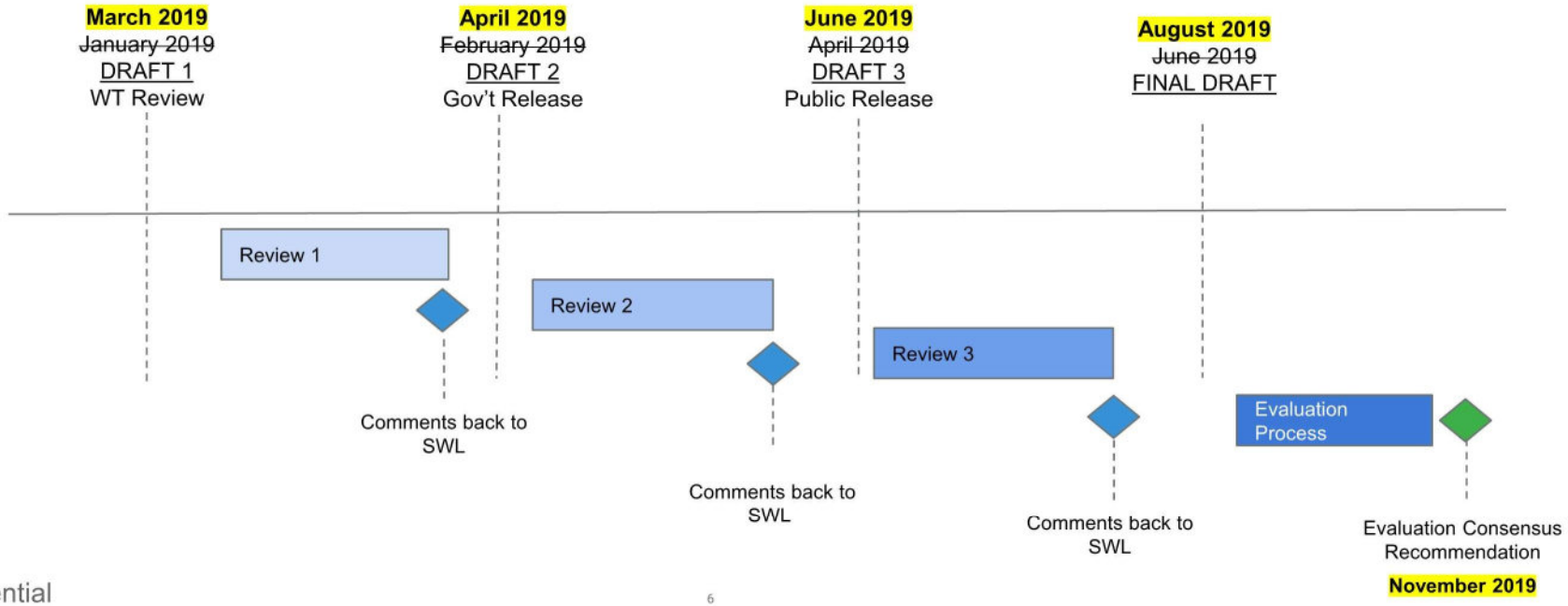


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Evaluation Framework Update: Revised Timeline

Sidewalk Labs has reported a delay in the delivery of the full Volume 3 until March 3rd 2019.

- Volume 3 includes Business Terms, Financial Model, Roles & Responsibilities, Policy Impacts, and Implementation.
- Volume 3 is essential to perform a fulsome review of the MIDP.
- The timeline below has been updated to show the review and evaluation process once the full MIDP has been received.



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WATERFRONToronto

Thank you.

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Pages 269 to 332
are withheld
pursuant to paragraph
19(1)
of the *Access to Information Act*

****

Les pages 269 à 332
Font l'objet d'une exception totale
conformément à la disposition de paragraphe
19(1)
de la loi sur l'accès à l'information

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 14, 2019 4:46 PM
To: Tippins, Shawn (INFC)
Subject: DSAP Meeting

My notes ☺

DSAP Meeting

February 14, 2019
12:47 PM

1. **Chair's Remarks**

   Invited that questions be submitted via Slido

2. **Management Report**

   Overview of presentation
   - Updates since last DSAP (slide 2) - e.g., civic data trust primer online; data trust Civic Lab moved to March 4th; data ownership/monetization Lab to be scheduled week of March 25th
   - No questions from DSAP members

- **SWL Technology Update**

  Walk-through of presentation
  - Emphasis on describing product development cycle graphic (slide 12)
    - Reminder that there are a lot of feedback loops along the cycle that aren't reflected in the visual
    - Reminder that product development cycle doesn't factor in response of governments
    - Question about prioritizing pain points. A: SLW focusing on a few key pain points that they've presented on over the past few months. SLW trying to facilitate open innovation to occur in Quayside to find solutions/address pain points
  - Overview of mobility and buildings use cases (slides 13-22)
    - Mobility: pilot of third-party onsite sensors at 307 Lakeshore warehouse; risk mitigation via ability to de-identify at source, use of industry standard encryption. Suggestion from panelist that the problem statement that mobility sensors are meant to resolve should be better defined. Question whether this would be open data. A: yes, generally envision this as part of data trust
    - Mixed uses of buildings: deploy devices to collect non-personal information that monitors and can help address "nuisances" that commercial/industrial tenants agree to monitor, e.g., air quality, noise levels, energy & water use; would not monitor residential units. No substantive discussion
  - Open data via standard formats and standard interfaces (slides 24-28)
    - Rationale for using standardized approaches; overview of data standards SWL is using or considering using; SWL thinking on cost, governance and access. Discussion noted difference between "free to public" and "publicly accessible". Panel member welcomed SWL consideration of standards, understanding there is no one "monolithic" API layer
  - Digital accessibility principles (slides 30-33)
    - SWL looking at e.g.: co-designing with, not for, marginalized and underrepresented experiences; intentional flexibility of digital tools; multiple and accessible formats and languages; privacy and

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fairness in machine learning; opportunity to provide feedback on digital tools. No substantive discussion

[redacted]

- **MIDP Review role & Process (cont'd / open session)**
    - Methodology: would like smaller working groups to develop set of principles to test and engage on, including with governments. Would like allowances for possibility of minority report(s) if needed. Agreement that DSAP will need time together to share individual evaluations, find alignment where it exists
    - Criteria: not discussed in open session
- **Working Groups**
    - M Geist: three WGs identified, i.e., governance, criteria & architecture

[redacted]

- **Adjournment**

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- Next full DSAP meeting not until April

Created with Microsoft OneNote 2013.

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Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[redacted]@waterfrontoronto.ca>
Sent: February 14, 2019 5:20 PM
To: Faraday-Smith, Nancy (INFC); adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca); David Stonehouse
Cc: Cameron MacKay; Meg Davis; Kristina Verner; Campbell, Glenn (INFC); Tippins, Shawn (INFC)
Subject: RE: URGENT Time-sensitive media request from National Observer (Toronto)

Nancy – Thanks for sharing.

Please find below our statement that will be released to the National Observer shortly.

Ed

Thank you for your inquiry,

Waterfront Toronto has not seen the presentation materials referenced in your request, and cannot comment on internal discussions between Sidewalk Labs and Alphabet.

Waterfront Toronto looks forward to receiving the Maser Innovation Development (MIDP) from Sidewalk Labs which is expected to contain proposals for development plans, details on technology, design, and innovation, as well as a business case.

Waterfront Toronto's primary role in this process was to establish a set of goals and objectives for the project, and to ensure that the MIDP is consistent with the Request for Proposal's call for an innovation and funding partner.

The Quayside project is intended to address some of the most pressing urban challenges facing Toronto around affordable housing, job creation, climate positive, new mobility solutions, and urban innovations. Waterfront Toronto looks forward to evaluating how the MIDP proposes to address these challenges for the people of Toronto.

Once the MIDP is received, Waterfront Toronto will conduct an evaluation process that will involve external expert advisers and consultations with the general public.

Should the MIDP be approved, individual proposals will need to adhere to existing federal and provincial regulations, as well as municipal zoning and planning codes before any implementation can take place.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Thursday, February 14, 2019 5:09 PM
To: Edward Chalupka <[redacted]@waterfrontoronto.ca>; adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>
Cc: Cameron MacKay <CMacKay@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: URGENT Time-sensitive media request from National Observer (Toronto)

Ed –

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Thanks for sharing. For the information of all here, below is the DRAFT response that our MINO has prepared and is presumably moving through the system:

We are proud to be partnering with the City of Toronto and province of Ontario to invest more than $1 billion in the flood mitigation and reclamation of the Toronto Waterfront. This investment is allowing for the redevelopment of this vital part of the city, and for Waterfront Toronto to partner with companies like Google to build the communities of tomorrow.

It is important to note that Waterfront Toronto manages this project on behalf of all three orders of government. They are the organization that independently ran the RFP process for the Quayside development and which interacts regularly with Sidewalk Labs in this capacity.

Sidewalk Labs and Waterfront Toronto are in the process of developing the Master Innovation and Development Plan (MIDP) for the project. We have not seen the detail outlined in your email and therefore we are not in a position to comment on its accuracy. We have not held regular meetings, weekly or otherwise. For a full record of meetings, please see the federal lobbyist registry.

For all further questions on public consultation, the content of the forthcoming MIDP, permitting, or anything else, I encourage you to speak with Waterfront Toronto as they best positioned to provide detailed responses.

From: Edward Chalupka [mailto:[redacted]@waterfrontoronto.ca]
Sent: February 14, 2019 2:06 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; Whitehead, Cam (MOI) <Cam.Whitehead@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; [redacted]@toronto.ca [redacted]@toronto.ca>; Jayne Naiman <Jayne.Naiman@toronto.ca>
Cc: Cameron MacKay <CMacKay@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Andrew Tumilty <ATumilty@waterfrontoronto.ca>; Carol Webb <CWebb@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>
Subject: URGENT Time-sensitive media request from National Observer (Toronto)

Hello All –

We have just been made aware that the Toronto Star and the National Observer are working on the same story with respect to a leaked SWL presentation given to the Alphabet Board from November of 2018. The Star is likely running their story tomorrow after 10am, while the National Observer will be posting the story online at 7pm tonight. The National Observer has reached out to Waterfront Toronto and Sidewalk Labs directly for comment, while the Star *has only reached out to Sidewalk Labs so far*.

Below are the key points to the story as we understand it now:

- Both outlets obtained internal documents from a presentation Sidewalk Labs gave to Alphabet in November of 2018
- The presentation indicates that the scope that Sidewalk Labs has in mind for the Quayside development extends beyond the Quayside area and covers a much larger part of the Designated Waterfront Area.
- The presentation highlights the various revenue streams which Sidewalk Labs anticipates coming from this project which include land value tax revenue
- Implementation of the proposal will require significant rezoning
- Sidewalk Labs commissioned public polling on the project

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- There is internal conflict between Sidewalk Labs and Alphabet on this project, as well as a conflicted relationship between Waterfront Toronto and Sidewalk Labs

We understand that Sidewalk Labs plans to address a response to each of the two outlets. Waterfront Toronto will respond to the National Observer with a statement. *The statement is currently being developed and we will share it once it is ready.*

Our statement will focus on the fact that we have not seen or are aware of any internal presentations between Sidewalk Labs and Alphabet. The statement will go on to focus on the process already in place to evaluate the coming proposal, emphasizing the feedback we receive from our government partners and the general public.

The statement will also highlight the fact that any proposals which may be approved will need to conform to existing federal and provincial regulations, and any exemptions to provincial and federal regulations in addition to any municipal zoning or planning approvals would need to be approved by the appropriate order of government.

We will share the statement when it is ready but wanted to flag this for you as soon as possible.

Please also note that your respective comms team members have also been sent a similar email under sperate cover.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 [redacted]
[redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca

WATERFRONToronto

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 14, 2019 7:02 PM
To: Powroz, Jen (INFC)
Subject: Re: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star

Importance: High

[redacted]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Powroz, Jen (INFC)
Sent: Thursday, February 14, 2019 6:52 PM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star

Hi Nancy,

I note that the response was sent to the department by MINO at 3:40 this afternoon, and I expect it was sent to media shortly thereafter.[redacted]

Thank you,
Jen

From: Faraday-Smith, Nancy (INFC)
Sent: February 14, 2019 5:25 PM
To: Khodr, Lama (INFC) <lama.khodr@canada.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Baalbaki2, Fatima (INFC) <fatima.baalbaki2@canada.ca>
Subject: Re: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star
Importance: High

Lama -

[redacted] I just noticed that it refers to partnering with Google. In fact, the partnership is with Sidewalk Labs (a sister company of Google).

Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Khodr, Lama (INFC)
Sent: Thursday, February 14, 2019 4:16 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Campbell, Glenn (INFC); Tippins, Shawn (INFC); Powroz, Jen (INFC); Baalbaki2, Fatima (INFC)

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Subject: RE: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star

Hi Nancy,

As promised, MINO's response is copied below for your information.

Thanks,

Lama

*****

We are proud to be partnering with the City of Toronto and province of Ontario to invest more than $1 billion in the flood mitigation and reclamation of the Toronto Waterfront. This investment is allowing for the redevelopment of this vital part of the city, and for Waterfront Toronto to partner with companies like Google to build the communities of tomorrow.

It is important to note that Waterfront Toronto manages this project on behalf of all three orders of government. They are the organization that independently ran the RFP process for the Quayside development and which interacts regularly with Sidewalk Labs in this capacity.

Sidewalk Labs and Waterfront Toronto are in the process of developing the Master Innovation and Development Plan (MIDP) for the project. We have not seen the detail outlined in your email and therefore we are not in a position to comment on its accuracy. We have not held regular meetings, weekly or otherwise. For a full record of meetings, please see the federal lobbyist registry.

For all further questions on public consultation, the content of the forthcoming MIDP, permitting, or anything else, I encourage you to speak with Waterfront Toronto as they best positioned to provide detailed responses.

From: Khodr, Lama (INFC)
Sent: February-14-19 4:04 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Baalbaki2, Fatima (INFC) <fatima.baalbaki2@canada.ca>
Subject: RE: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star

Not to my knowledge, but we can follow up for it! We'll keep you posted.

From: Faraday-Smith, Nancy (INFC)
Sent: February-14-19 4:03 PM
To: Khodr, Lama (INFC) <lama.khodr@canada.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star

Hi Lama,

Has DMO shared with you the response Brook refers to below? If not, will you follow up to ask for it?

Thanks,
Nancy

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From: Simpson, Brook (INFC)
Sent: February 14, 2019 4:01 PM
To: Khodr, Lama (INFC) <lama.khodr@canada.ca>; Bourque, Pierre-Yves (INFC) <pierre-yves.bourque@canada.ca>; Vaillancourt, Ann-Clara (INFC) <ann-clara.vaillancourt@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>; Fenrich, Julia (INFC) <julia.fenrich@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Tam2, Pauline (INFC) <pauline.tam2@canada.ca>; Baalbaki2, Fatima (INFC) <fatima.baalbaki2@canada.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Kelly, Michael Roland (INFC) <michaelroland.kelly@canada.ca>; Galley, Alanna (INFC) <alanna.galley@canada.ca>
Subject: RE: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star

Thanks. MINO received a request from National Observer as well but not the other. I shared our response with WT and with DMO

From: Khodr, Lama (INFC)
Sent: February-14-19 3:59 PM
To: Bourque, Pierre-Yves (INFC) <pierre-yves.bourque@canada.ca>; Simpson, Brook (INFC) <brook.simpson@canada.ca>; Vaillancourt, Ann-Clara (INFC) <ann-clara.vaillancourt@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>; Fenrich, Julia (INFC) <julia.fenrich@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Tam2, Pauline (INFC) <pauline.tam2@canada.ca>; Baalbaki2, Fatima (INFC) <fatima.baalbaki2@canada.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Kelly, Michael Roland (INFC) <michaelroland.kelly@canada.ca>; Galley, Alanna (INFC) <alanna.galley@canada.ca>
Subject: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star

Good afternoon,

We've received a heads up from Waterfront Toronto regarding two upcoming media stories to be published shortly in the Toronto Star and National Observer, at 10 am tomorrow morning and tonight at 7 pm respectively.

Below are the key points to the story are:

- Both outlets obtained internal documents from a presentation Sidewalk Labs gave to Alphabet in November of 2018
- The presentation indicates that the scope that Sidewalk Labs has in mind for the Quayside development extends well beyond the Quayside area and covers a much larger part of the Designated Waterfront Area.
- The presentation highlights the various revenue streams which Sidewalk Labs anticipates coming from this project which include land value tax revenue
- Implementation of the proposal will require significant rezoning
- Sidewalk Labs commissioned public polling on the project
- There is internal conflict between Sidewalk Labs and Alphabet on this project, as well as a conflicted relationship between Waterfront Toronto and Sidewalk Labs

The National Observer has approached both WT and Sidewalks Labs for comment, while the Toronto Star has only approached Sidewalks Labs.

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WT will be responding to the National Observer with a statement that indicates they are unaware of any internal presentations between Sidewalk Labs and Alphabet. Their statement will also highlight the bold ideas that they sought from a Funding and Innovation Partner in the Quayside RFP, and their rigorous evaluation process. The statement will also highlight that any proposals will also need to conform with federal and provincial regulations, and City planning permissions.

We will share Waterfront Toronto's response with you when we receive it, and monitor for its publication.

Their understanding is Sidewalks Labs is also working on responding to both outlets.

Thank you,

Lama

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 14, 2019 7:40 PM
To: Campbell, Glenn (INFC)
Subject: Fw: Time-sensitive request from National Observer

[redacted]

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Simpson, Brook (INFC) <brook.simpson@canada.ca>
Sent: Thursday, February 14, 2019 7:22 PM
To: Powroz, Jen (INFC)
Cc: Bourque, Pierre-Yves (INFC); Marchildon, Caroline (INFC); Baalbaki2, Fatima (INFC); Proulx, Isabelle (INFC); Tam2, Pauline (INFC); Faraday-Smith, Nancy (INFC); Wronski, Michael (INFC); Campbell, Glenn (INFC); INFC.F DM Office / Bureau du SM F.INFC
Subject: Re: Time-sensitive request from National Observer

[redacted]

Sent from my iPhone

On Feb 14, 2019, at 7:10 PM, Powroz, Jen (INFC) <jen.powroz@canada.ca> wrote:

> Hi Brook,
>
> Apologies for reaching out so late in the day on this, but it was brought to our attention by our program colleagues that there is a minor nuance error in the statement below.
>
> In the first paragraph, the reference to "Waterfront Toronto to partner with companies like Google", our program colleagues noted that the WT partnership is actually with Sidewalk Labs, which is a sister company of Google.
>
> [redacted]
>
> Thank you,
> Jen
>
> **From:** Simpson, Brook (INFC)
> **Sent:** February-14-19 3:41 PM
> **To:** Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
> **Subject:** FW: Time-sensitive request from National Observer

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FYI – This is our response being sent:

We are proud to be partnering with the City of Toronto and province of Ontario to invest more than $1 billion in the flood mitigation and reclamation of the Toronto Waterfront. This investment is allowing for the redevelopment of this vital part of the city, and for Waterfront Toronto to partner with companies like Google to build the communities of tomorrow.

It is important to note that Waterfront Toronto manages this project on behalf of all three orders of government. They are the organization that independently ran the RFP process for the Quayside development and which interacts regularly with Sidewalk Labs in this capacity.

Sidewalk Labs and Waterfront Toronto are in the process of developing the Master Innovation and Development Plan (MIDP) for the project. We have not seen the detail outlined in your email and therefore we are not in a position to comment on its accuracy. We have not held regular meetings, weekly or otherwise. For a full record of meetings, please see the federal lobbyist registry.

For all further questions on public consultation, the content of the forthcoming MIDP, permitting, or anything else, I encourage you to speak with Waterfront Toronto as they best positioned to provide detailed responses.

Début du message transféré :

Expéditeur [redacted]
Date: 14 février 2019 à 11:24:13 HNP
Destinataire: ann-clara.vaillancourt@canada.ca
Cc: "Ahmad, Cameron" <cameron.ahmad@pmo-cpm.gc.ca>
Objet: Time-sensitive request from National Observer

Hi Ann-Clara and Cameron,

Hope you're both well!

I'm reaching out because we have obtained an internal Sidewalk Labs presentation hat explains in detail the development and business plan for the development in Toronto's Eastern Waterfront, which illustrate a plan that is much larger in scale and scope from what Sidewalk Labs has said about the project in public thus far. According to this presentation, the development would stretch from the Quayside to the Portlands, amounting to 491 acres designed for a population 90,000 strong.

The presentation explores, among the several things, the following things:

- That Sidewalk Labs considers itself to be an "essential catalyst" that will adopt an asset manager-like approach "to be good stewards of Alphabet's capital."
- That to achieve this, Sidewalk Labs has designated itself as an "innovation manager" for the entire Eastern Waterfront property, for which it will set the guidelines for both vertical and horizontal development, which will include rezoning the entirety of the land needed for this project.
- That this project will see a 100 per cent increase in density compared to the City's current plan.

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- That, the development area for Sidewalk Labs now extends beyond just the Quayside property and now includes Villiers Island and the Keating Channel District (altogether, over 100 acres of the Waterfront).
- That Sidewalk Labs intends to make revenue through incremental land value, tax revenue and a share of development charges on this land.
- That Sidewalk Labs will be actively involved in the creation of an LRT system leading from the smart city to downtown Toronto.
- That approximately 2,500 jobs will be created on the Eastern Waterfront over 10 years.
- That Sidewalk Labs will create 40 per cent affordable housing on this property that includes public participation, but also the creation of a trust to help leverage funds for the company
- That the property will include a factory for "modular tall timber buildings."
- That the company will be entitled to the proceeds from vertical development.
- That the company will finance the horizontal infrastructure.
- That Sidewalk Labs has a financial model which includes real estate and market assumptions but not the infrastructure system of the project.
- That the company had had weekly briefings with officials from all three levels of government.
- That conversations on land value methodology has begun, and an advisory council with over 80 senior representatives from across multiple sectors has been created.
- That it was looking to have more conversations with Google and Alphabet executives about the location and scale of the Google Headquarters in this plan.
- That it was partnering with RBC to develop privacy preserving identity technology.
- That Sidewalk Labs conducted two public opinion polls, one in April and the other in November 2018, to support for the development.

My questions for the Minister's office are listed below:

1. Are the details listed above, in terms of the size, scope and finances of the project, accurate? Has the Minister been informed of these details?
2. If so, why have these details not been released for public consultation?
3. Has the Minister, or anyone in the federal government, had weekly meetings with Sidewalk Labs as indicated in its internal presentation?
4. To your knowledge, has Sidewalk Labs obtained the proper permits and done the extensive consultation and engagement with the urban planning and governance regulations in the city of Toronto and province of Ontario to build this smart city?
5. Is the Minister aware of the financing model detailed in this plan, which includes incremental land value, tax revenue and development charges?
6. Is the Minister expecting a spring 2019 update, as previously stated by Sidewalk Labs? Is there a date set for this?
7. Any other information or comment you can provide on the federal government's relationship and interactions with Sidewalk Labs in the last couple of months?

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Please note, we will be running this story tonight at 9 pm EST, and hope to receive your responses before then. You can reach me at [redacted] should you have any questions or concerns.

Thank you,

--

[redacted] National Observer
www.nationalobserver.com
[redacted]

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 15, 2019 10:07 AM
To: Tippins, Shawn (INFC); Campbell, Glenn (INFC)
Subject: RE: Articles and deck posted on SWL website.
Attachments: The Medium - Feb 14 - Doctoroff Sidewalk Toronto project.docx

Here's a copy of Doctoroff's article in The Medium. Bringing hard copy to ADMO.

From: Tippins, Shawn (INFC)
Sent: February 15, 2019 10:00 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Subject: Articles and deck posted on SWL website.

Please find below the articles I have access to so far. I have also downloaded the deck posted on Sidewalk Toronto's website yesterday, accessible in the link below.

G:\OFFICE OF INFRASTRUCTURE OF CANADA\WATERFRONT TO\MIDP\Feb 14 SWL Deck

Google eyes massive waterfront expansion
Google's futuristic development on the eastern waterfront, Quayside, is only the first step in an expansive and ambitious plan to build new neighbourhoods - and new transit - throughout the entire Port Lands, the Star has learned. In return for its investment in this vision, Sidewalk Labs wants a share…
Toronto Star , A1 - 2019-02-15

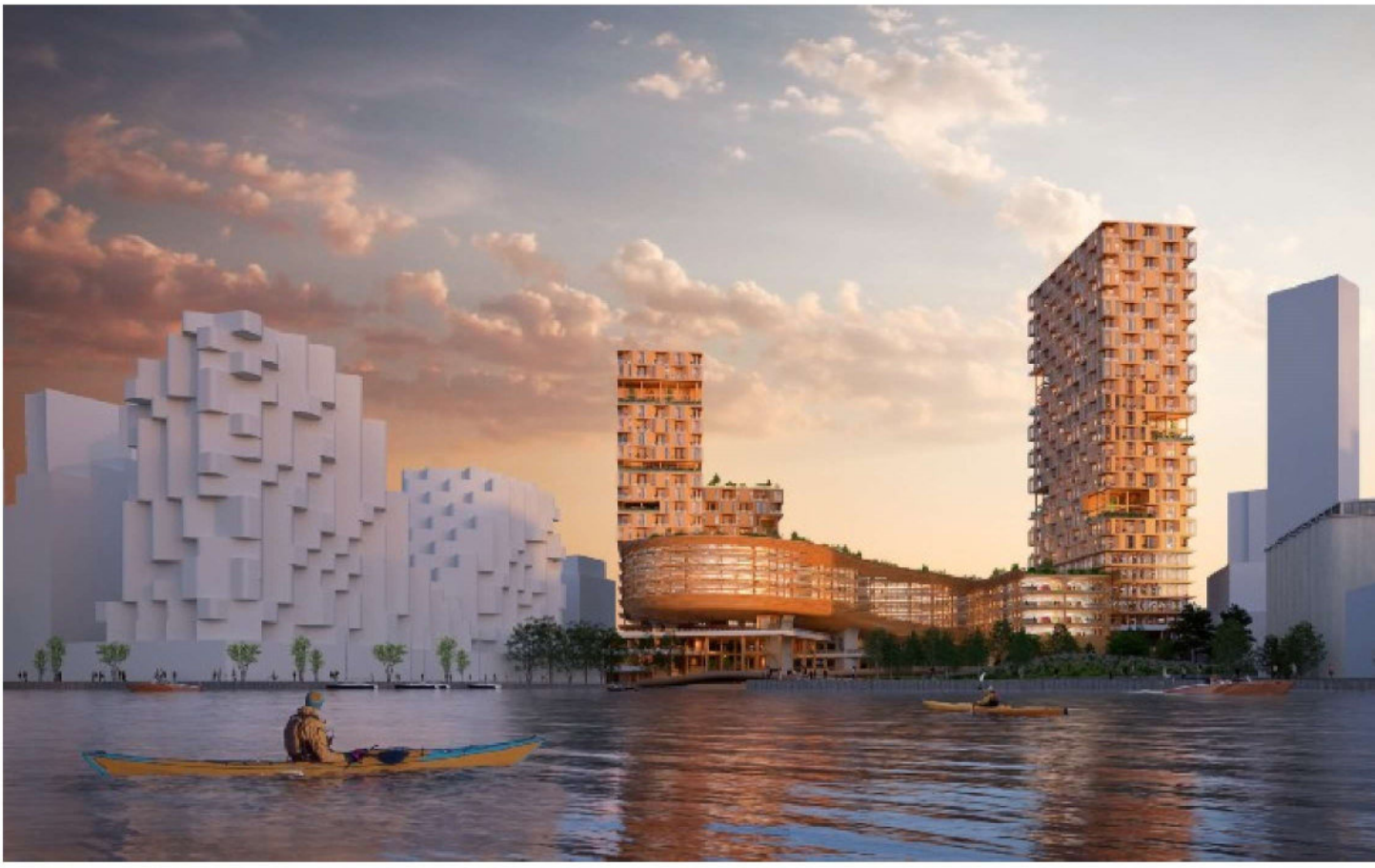
Sidewalk Labs hires ex-councillor
Sidewalk Labs, the Google sister company proposing a high-tech neighbourhood on Toronto's waterfront, has hired a former city councillor to explain and sell the vision to Torontonians. Mary-Margaret McMahon, who retired from politics last fall after representing Beach and East York residents for eight years on council, confirmed Wednesday that…
Toronto Star , GT1 - 2019-02-15

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Sidewalk Toronto project update

Sidewalk TorontoBlockedUnblockFollowFollowing
Feb 14

By: Dan Doctoroff, CEO of Sidewalk Labs



We came to Toronto because we want to build great things and innovate in ways that improve urban life—and this is the only city in the world that has the mix of talent and tenacity to make this happen.

You've been hearing about our plans and vision for well over a year now. We've led and participated in lots of great conversations with

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Torontonians—more than 18,000 so far—that have helped shape and refine a shared vision for the waterfront.

Recently, some of what we've been working on has made its way into the media and so we wanted to share directly with you some of these key concepts as they are coming into focus: about our role, Sidewalk's business model (ways we would invest in the project, and ways we would recoup that investment), and questions of scale—when it comes to innovation, infrastructure, and economics—that were raised in Waterfront Toronto's RFP and with which we've been wrestling ever since.

From the beginning, this project has presented for us—and for the city—an immense opportunity to think about new technology, innovative infrastructure, and forward-thinking urban design. But much of what's possible is only viable when different aspects of the project—particularly related to infrastructure—incorporate portions of the Eastern Waterfront. In other words, only when specific project elements reach a certain scale are they able to achieve the objectives shared by Waterfront Toronto and Sidewalk Labs to meaningfully improve the lives of the people who will live there.

The concepts are here in this presentation along with some new images of the project here. And the Master Innovation and Development Plan, a full draft of which we are hard at work completing, will provide the details necessary for Waterfront Toronto, the three levels of government, and all Torontonians to examine and make informed decisions about what we've proposed. That, of course, is many months away.

We are excited about what's coming together and we think Torontonians will be too. This project is for them and ultimately, it will be up to residents, Waterfront Toronto and all three levels of government to decide if it should go forward.

Here are some of the key concepts:

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- A core component of this is a concept to help finance the Waterfront LRT—which would be operated by a public agency—years, if not decades, sooner than it would otherwise. This would unlock the potential of the Eastern Waterfront, and the jobs, housing, and economic growth that will come with it. (Check out this report by the Waterfront BIA on the potential benefits of accelerated Waterfront LRT.)
- We would also build 2,500 units of housing in Quayside alone—40 percent of which would be below market, and 50 percent of which would be purpose-built rental apartments. The result would be more affordable housing, more rentals and affordable ownership opportunities, and more living options for singles, seniors, and families.
- We would build a tall-timber factory in Ontario to supply wood that will be used to build the Quayside neighbourhood—and other neighbourhoods as well. This innovative and sustainable initiative could create 4,000 new jobs in manufacturing, sawmill, transportation and logging sector. Sidewalk Labs would help jumpstart this next-generation Canadian industry.
- Our proposed involvement in real estate development would be limited to Quayside and the western edge of Villiers Island—in large measure to prove out our belief that timber construction can help make a more affordable, sustainable, vibrant neighbourhood, and to deliver on our affordable housing goals. We intend to undertake this development in tandem with local development partners, while recognizing that we will likely have to bear the primary risk for much of the innovation embedded into the plans.
- The creation of an Innovative Development and Economic Activation (IDEA) District, publicly administered by Waterfront Toronto, in which a unique set of policy tools would be used to spur inclusive growth, including the creation of a value-capture zone in which development charges, incremental property taxes, and increased land value stemming from the project would be used to finance enabling infrastructure.
- As Waterfront Toronto's Innovation and Funding Partner for the IDEA District, Sidewalk Labs would help finance this infrastructure—including LRT, next-generation utility systems, and parks—in advance of when those funds would normally be available. We would then

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recoup those investments through sharing in those revenue streams if and when they materialize.

We are working toward achieving these and other goals by bringing people together as partners, collaborators, and investors. We see our role as leaders in making that interaction happen—which is why we use the word 'catalyst' a lot. Catalysts drive change.

We are excited about that role in Toronto's future—and the vision we've developed through our conversations and consultations. We think Torontonians will be excited, too.

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ATIA - 19(1)

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[redacted]@waterfrontoronto.ca>
Sent: February 15, 2019 3:14 PM
To: Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); adam.redish@ontario.ca; Wendy Ren (wendy.ren@ontario.ca); Whitehead, Cam (MOI); David Stonehouse; Jayne Naiman
Cc: Kristina Verner; Cameron MacKay; Andrew Tumilty
Subject: Statement
Attachments: February 15 - Waterfront Toronto Statement (1).pdf

Please find attached WT's statement with respect to recent media reports around the leaked SWL presentation given to the Alphabet Board in November of 2018.

This is being issued concurrently to media.

This is also being shared with your respective comms departments under sperate cover.

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca

WATERFRONToronto

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WATERFRONT TORONTO STATEMENT ON RECENT MEDIA REPORTS REGARDING THE THE QUAYSIDE PROJECT

February 15, 2019

FOR IMMEDIATE RELEASE

Toronto, ON

In 2017, following a competitive RFP process, Sidewalk Labs was selected by Waterfront Toronto to develop a plan for Quayside as a testbed for the broader revitalization of Toronto's waterfront.

Our goal for the project was to improve urban living and explore solutions for growing urban challenges such as housing affordability, environmental sustainability, economic development and prosperity, and integrated transit solutions.

While preliminary plan concepts from Sidewalk Labs have been shared with us, we have not received a full proposal that includes an underlying business plan. However, we expect to receive a full proposal, called the Master Innovation and Development Plan (MIDP), in the coming weeks.

Waterfront Toronto has developed rigorous internal process to evaluate the MIDP to ensure that it meets important objectives including job creation, climate positive, affordable housing and urban innovation. This evaluation will use subject matter experts and a due diligence panel that will evaluate if proposals in the MIDP represent sound solutions for the urban challenges and represent good value for the people of Toronto.

Beyond the evaluation, Waterfront Toronto will seek public input on the MIDP through consultations. In addition, the MIDP proposals will be subject to federal and provincial regulations and municipal planning permissions.

If the MIDP from Sidewalk Labs does not deliver on the priorities that we have set out for Quayside, in a manner that is in the public interest, then the proposed plan will not be implemented.

For 20 years we have worked closely with the public and our government partners and set a high standard for waterfront revitalization and city-building. Waterfront Toronto must maintain the public's confidence to meet the highest standards of transparency, openness, and fairness in our work to further revitalize Toronto's waterfront. We will continue to work diligently to achieve this standard for Quayside.

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— 30 —

For media inquires:

Andrew Tumilty

Waterfront Toronto

atumilty@waterfrontoronto.ca

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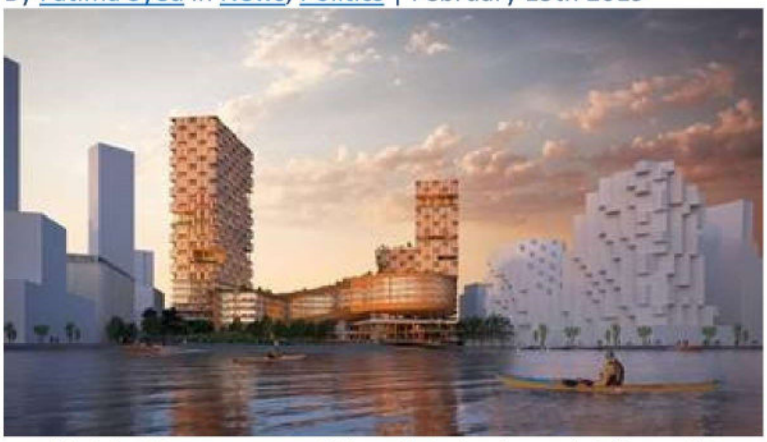
Cariaga, Flordeliza (INFC)

From: Khodr, Lama (INFC)
Sent: February 15, 2019 3:16 PM
To: Simpson, Brook (INFC); Bourque, Pierre-Yves (INFC); Vaillancourt, Ann-Clara (INFC)
Cc: INFC.F DM Office / Bureau du SM F.INFC; Fenrich, Julia (INFC); Campbell, Glenn (INFC); Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC); Marchildon, Caroline (INFC); Tam2, Pauline (INFC); Baalbaki2, Fatima (INFC); Hobbs, Joshua (INFC); Proulx, Isabelle (INFC); Powroz, Jen (INFC); Kelly, Michael Roland (INFC); Galley, Alanna (INFC)
Subject: RE: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star
Attachments: February 15 - Waterfront Toronto Statement (1).pdf

Good afternoon,
Please find attached Waterfront Toronto's statement to the media on recent reports relating to the Quayside project, which was just published as of 10 minutes ago.
Thank you,
Lama

From: Khodr, Lama (INFC)
Sent: February-15-19 1:37 PM
To: Simpson, Brook (INFC) ; Bourque, Pierre-Yves (INFC) ; Vaillancourt, Ann-Clara (INFC)
Cc: INFC.F DM Office / Bureau du SM F.INFC ; Fenrich, Julia (INFC) ; Campbell, Glenn (INFC) ; Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC) ; Marchildon, Caroline (INFC) ; Tam2, Pauline (INFC) ; Baalbaki2, Fatima (INFC) ; Hobbs, Joshua (INFC) ; Proulx, Isabelle (INFC) ; Powroz, Jen (INFC) ; Kelly, Michael Roland (INFC) ; Galley, Alanna (INFC)
Subject: RE: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star
Hello,
Please find the National Observer's article below, for your information.
Thank you,
Lama
******

Alphabet's Sidewalk Labs was secretly considering big plans for Toronto neighbourhood
By Fatima Syed in News, Politics | February 15th 2019



A sister company of Google has been secretly considering some ambitious plans for a Toronto neighbourhood on the city's entire eastern waterfront, as the technology giant sets its sights on tax revenues and development fees that would otherwise go into public funds, according to a leaked presentation.
The internal document obtained by *National Observer* provides stunning insight into the company's "asset manager-like approach" for a proposed smart city neighbourhood — the first of its kind in Canada and considered a blueprint for future urban development worldwide. The company, Sidewalk Labs, is a subsidiary of Google's parent company Alphabet Inc.
The internal 20-slide presentation — entitled "A Plan at Two Scales" and marked "proprietary and confidential" — raises new questions about the transparency of the company's planning process and the scope of development it is undertaking over public land and public funds.

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The slides, which were presented to around 100 Alphabet employees in November 2018, illustrate Sidewalk Labs' intentions to develop over 100 acres of Toronto's Eastern Waterfront — the initial Quayside development as well as the neighbouring Villiers Island (where Google plans to build its new Canadian headquarters) and the Keating Channel District.



The slides reveal a financial plan for the first time, showing a project that would give the Alphabet subsidiary significant power to collect funds that should be assisting Toronto's public policy, local infrastructure and urban planning. According to the presentation, Sidewalk Labs intends to generate revenue off of an additional 350 acres of waterfront property known as the Port Lands through the anticipated increase in land value and tax revenue once developers build there, and through the company's efforts to finance transportation and both vertical and horizontal development, according to the slides.

A map showing the scope of Sidewalk Labs' development on Toronto's eastern waterfront. Graphic by Sidewalk Labs

In a statement, the company confirmed that the internal plans were authentic, but out of date. It provided *National Observer* with an update of what it has in store for the neighbourhood. This includes:

- The construction of a tall-timber factory in Ontario to supply the new neighbourhood and others, creating an estimated 4,000 jobs in manufacturing, sawmill, transportation and logging.
- A proposal to help finance a light rail project on the waterfront, which the company says would bring this transportation option to life years ahead of schedule.
- The construction of 2,500 housing units, with 40 per cent being offered at prices below market, and half of which would be rental apartments in order to promote more affordable housing.

"We intend to undertake this development in tandem with local development partners, while recognizing that we will likely have to bear the primary risk for much of the innovation embedded into the plans," Sidewalk Labs told *National Observer* in a statement, adding that it recognizes its "role as leaders in making that interaction happen – which is why we use the word 'catalyst' a lot. Catalysts drive change."

'No way on God's green Earth'

But the internal plans, also reported on by *the Toronto Star*, have prompted a harsh reaction from Ontario Premier Doug Ford's government, elected in June last year. The provincial government has said that it is continuing to work on the project, in partnership with its federal and municipal partners and that it expects the company to respect the private data of citizens and taxpayer dollars.

But after being asked by *National Observer* to comment on details from the leaked presentation, one senior government official suggested that the company's plans would be dead on arrival.

"There is no way on God's green Earth that Premier Doug Ford would ever sign-off on handing away nearly 500 acres of prime waterfront property to a foreign multinational company that has been unable to reassure citizens their privacy and data will be protected," said the official, who asked not to be named.

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The company and government partners, including Prime Minister Justin Trudeau, had together unveiled the project proposal with great fanfare in October 2017, touting it as a solution to problems such as urban sprawl and climate change. Its initial master plan offered a small data-driven, mixed-use urban neighbourhood, complete with automatic vehicle systems, climate control and robots. The proposed neighbourhood would be Sidewalk Labs' first city-building project.

But the proposal has been clouded in controversy for months over the company's plans to unduly collect "urban data" from areas in and around a 12-acre parcel of land known as the Quayside, on the shore of Lake Ontario.

Since then, the digital company has seen a number of notable experts disassociate from the project over privacy and transparency concerns, and Ontario's auditor general has slammed the project for being "rushed", saying that Waterfront Toronto — the agency created by all three levels of government to oversee the redevelopment of Toronto's shoreline — did not adequately report back to the city, provincial, and federal governments.

According to the presentation, the company will be "entitled to" the proceeds from the "vertical development," and "a share in the uptick in land value on the entire geography for which Sidewalk is named 'innovation manager'," the presentation says.

Although Sidewalk Labs will not build in the Port Lands, it will actively encourage this development by financing light-rail transit through the area, as well as the creation of "horizontal infrastructure" such as a thermal gird and waste removal system, and in turn collect a share of developer charges and tax revenue.

An additional $10 million in seed funding has been designated for an urban innovation institute, as has space for a factory for "modular tall timber buildings." A new affordable housing trust has also been proposed as "a potential financing mechanism to leverage fund."

It will "incorporate a capital light, asset manager-like approach to be good stewards of Alphabet's capital," according to the presentation, which will spread across approximately 500 acres of waterfront property set to house 90,000 residents.

These future revenues, based on the anticipated increase in land value once homes and offices are built on the derelict Port Lands, could be worth $6 billion over the next 30 years, the *Toronto Star*reported. It was not clear what share of total revenue Sidewalk was hoping or would be able to collect.

The expanded development and financial scope seen in the internal slides were not included in Sidewalk Labs' initial public proposal.

But the presentation provides more perspective on the business opportunities and potential profits that would follow by creating "Alphabet's capital."

To achieve this, Sidewalk Labs self-designates itself as "Innovation Manager" in the presentation, allowing it to "set design and innovation guidelines for vertical and horizontal development, including a radical rezoning of the entirety of the area needed to achieve our economics (100% increase in density compared to City's current plan)."

While noting that density "often means bad quality of life (dark streets, congestion, claustrophobic spaces, etc)," the presentation pitches a plan for a "radical mixed-use, human scale, generative design" that will create "more density, same great quality of life."

Did Sidewalk Labs have 'weekly briefings' with all three levels of government?

All of Sidewalk's partners — Waterfront Toronto and the three levels of government — appeared to be caught off guard when asked about details of the company's plans as they were described in the internal presentation. Asked to respond, each said they weren't aware of the expanded scope and financial model seen in the presentation and were awaiting an updated draft of the project, originally due last fall, but now set to be unveiled in the spring of 2019.

In its statement to *National Observer*, Sidewalk said it was "hard at work completing" the full draft proposal and that "ultimately, it will be up to residents, Waterfront Toronto and all three levels of government to decide if it should go forward."

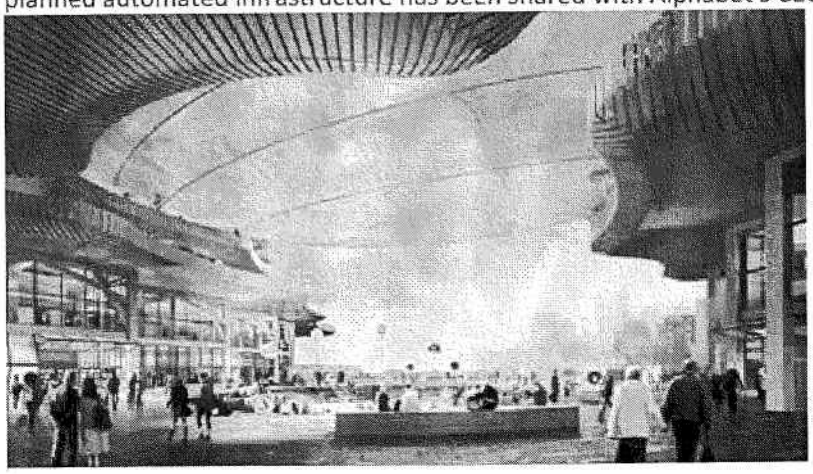
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The legwork to develop the details to sway public opinion positively can be seen in the presentation, which touts the company's "substantive progress" and that it now knows "enough to begin to frame a potential deal in Toronto." The company said in its presentation that this progress was aided in large part by the creation of a development program, a financial model and "mapping each element to an informed understanding of the political landscape."

"We now understand the order of magnitude capital required and what funding sources would be available given the program we are trying to implement," the presentation says.

To illustrate this, the company details three slides of "key performance indicators," nearly all of which have been met. These include the creation of an advisory council with over 80 senior representatives from across multiple sectors, and the initiation of conversations on the method the company will use to value the land — this, according to the presentation "is a critical component of the overall deal and will not be pre-negotiated."

Many of the key performance indicators focus on the engagement the company has had with all three levels of government, Alphabet and Google. Broad conversations with Google and Alphabet are ongoing, according to the presentation, to figure out the location and scale of Google Canada's headquarters, and the designs for much of the planned automated infrastructure has been shared with Alphabet's CEO Larry Page "for feedback."



The presentation boasts "weekly briefings" with officials "from the three levels of government covering substantive pillar content" — a fact that all three levels of government were unable to confirm in communication with *National Observer*.

Don Peat, a spokesman for Toronto Mayor John Tory, said they "expect that Sidewalk's proposal will be made public soon so that it can be subject to public consultation and discussion, and consideration by Waterfront Toronto and City Council."

In the presentation, the company advises its employees that advancing all of its formal agreements "will require more involvement from the City moving forward".

Peat told *National Observer* in an email that it is the responsibility of all governments "to make sure the Quayside project is done in a healthy, transparent manner."

Andrew Tumilty, a spokesman for Waterfront Toronto, said the organization had not seen the details highlighted in the presentation, and was looking forward to receiving a master plan from Sidewalk Labs "which is expected to contain proposals for development plans, details on technology, design, and innovation, as well as a business case."

But according to the presentation, the managements of Sidewalk Labs and Waterfront Toronto "are broadly aligned on land valuation methodology for Quayside, governance and procurement standard."

Pierre-Yves Bourque, a spokesman for federal Infrastructure Minister François-Philippe Champagne, referred most inquiries to Waterfront Toronto, as it "manages this project on behalf of all three orders of government." Bourque did say that officials at Infrastructure Canada "have not seen the detail outlined in your email and therefore we are not in a position to comment on its accuracy. We have not held regular meetings, weekly or otherwise."

If this presentation is a reflection of the final development plan everyone is expecting from Sidewalk Labs in the next few months, Tumilty says they will ensure that it is evaluated on how it addresses the challenges of affordable housing, job creation, climate positive solutions, and new mobility and urban innovations.

"Waterfront Toronto will conduct an evaluation process that will involve external expert advisers and consultations with the general public," Tumilty said. "Should the (plan) be approved, individual proposals will need to adhere to existing federal and provincial regulations, as well as municipal zoning and planning codes before any implementation can take place."

'An affirmative narrative is needed'

The presentation was shown to employees after several months of "internal chaos" that stemmed from an executive being unable to answer questions from local residents about the development's finances and urban impact, according to two sources who declined to be identified discussing internal deliberations.

A spokesperson for the company, Keerthana Rang, disputed this version of events.

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"Sidewalk Labs did make a presentation to our employees that was very well-received and generated widespread support and enthusiasm," Rang told *National Observer* in an email. "Big, complicated projects take work and healthy debate is a natural part of that process."

Waterfront Toronto was formed in 2002 and given the mandate (by provincial legislation) to redevelop some 2,500 acres of industrial land along Lake Ontario into mixed-use communities and public spaces.

The government agency is run by a 12-member board of directors, including a chair, to provide oversight, choose partners and approve projects and financial expenditures. Each level of government appoints four representatives and together they agree on a chair. If they don't, the board chooses one.

By May 2018, the agency had received approximately $2.4 billion combined from the three levels of government for the redevelopment, including a seven-year flood protection project that will see the Port Lands excavated and raised for long-term climate protection.

In October 2017, Sidewalk Labs won a competition to develop the Quayside area as a "smart city." After much public consultation, in August 2018, an agreement was reached: a master plan would be provided and approved by Waterfront Toronto and all three levels of government in spring 2019.

In the meantime, Sidewalk Labs had set up shop in Toronto, even before an agreement was made. It opened an office that sought public engagement with the plan and related ideas. The company hired part-time facilitators to respond to the public's questions beginning in summer 2018, but few answers were provided to pass to the public, sources said.

"I think everyone was generally a bit confused. I don't think they really knew what their plan was," one of the sources said in an interview. People were asking Sidewalk Labs' Toronto employees how the development was being funded and what the business model looked like, but the American executive was unable to provide details, not even a map of the entire project for public consumption.

"We didn't really know how the company works," the source said. Employees were instructed to answer seemingly difficult questions by saying "it's way above my pay grade."

"There was a lot of tension," the source said. The company would talk about winning people over with their employees, and finding ways to help Toronto residents understand the good they were trying to do, but things happened faster than details were finalized.

The presentation illustrates the company's concerns with public opinion, showing the results of two polls the company carried out. A slide entitled "shaping public opinion" notes that "despite a steady beat of negative press, our key government, community, and waterfront advocates remain cautiously supportive — and public-opinion polling is mostly unchanged from six months ago."

Sidewalk Labs put forward two questions to an unstated sample size to gauge public support. The first asked: "As you may have heard Waterfront Toronto, a government agency, has agreed to partner with Sidewalk Labs, an urban innovation company, to create a new district on the Eastern Waterfront. Do you support or oppose this project?"

In April 2018, 52 per cent of those sampled said they supported the project; 33 per cent responded "don't know;" and, 15 per cent were opposed.

Six months later the numbers had barely moved: 53 per cent supported; 33 per cent said "don't know;" and 14 per cent opposed.

The second question came in two parts:

"This project would create a new mixed-use neighbourhood and a new HQ for Google Canada on Toronto's Easter Waterfront. The project will combine forward-thinking urban design and new technology that will create a people-centred neighbourhood that would…

A) Improve quality of life and develop innovations to address the challenges facing Toronto.
(68 per cent supported this idea; 11 per cent said "don't know;" and 21 per cent opposed)

B) Create thousands of new jobs and billions in new economic investment in the city.
(74 per cent supported this; 11 per cent said "don't know;" 15 per cent opposed)

When asked, the company did not provide details of the sample size, methodology and location of the people polled. A spokesperson for Sidewalk Labs told *National Observer* that the presentation "was very well-received and generated widespread support and enthusiasm."

"Big, complicated projects take work and healthy debate is a natural part of that process," the spokesperson said.

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In the presentation, Sidewalk Labs notes that "an affirmative narrative is needed—especially around investments in economic development."
"The majority of the negative press coverage is rooted in an anti-global tech giant narrative being spun by former RIM co-founder Jim Balsillie and disseminated through the Canadian Council of Innovators," the presentation states. "These efforts have also encouraged a nascent group of privacy and data governance advocates to join in the opposition narrative."
"While these attacks have had limited impact on public opinion—according to quantitative polling data—they have changed the conversation among insiders, and could later have a cumulative effect on public views."
"This underscore (sic) the need for us to provide more positive and concrete examples about the project's benefits for Torontonians' quality of life and economic opportunities so that the negative narratives do not go unanswered."

From: Simpson, Brook (INFC)
Sent: February-14-19 4:01 PM
To: Khodr, Lama (INFC) <lama.khodr@canada.ca>; Bourque, Pierre-Yves (INFC) <pierre-yves.bourque@canada.ca>; Vaillancourt, Ann-Clara (INFC) <ann-clara.vaillancourt@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>; Fenrich, Julia (INFC) <julia.fenrich@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Tam2, Pauline (INFC) <pauline.tam2@canada.ca>; Baalbaki2, Fatima (INFC) <fatima.baalbaki2@canada.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Kelly, Michael Roland (INFC) <michaelroland.kelly@canada.ca>; Galley, Alanna (INFC) <alanna.galley@canada.ca>
Subject: RE: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star
Thanks. MINO received a request from National Observer as well but not the other. I shared our response with WT and with DMO

From: Khodr, Lama (INFC)
Sent: February-14-19 3:59 PM
To: Bourque, Pierre-Yves (INFC) <pierre-yves.bourque@canada.ca>; Simpson, Brook (INFC) <brook.simpson@canada.ca>; Vaillancourt, Ann-Clara (INFC) <ann-clara.vaillancourt@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>; Fenrich, Julia (INFC) <julia.fenrich@canada.ca>; Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Tam2, Pauline (INFC) <pauline.tam2@canada.ca>; Baalbaki2, Fatima (INFC) <fatima.baalbaki2@canada.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Kelly, Michael Roland (INFC) <michaelroland.kelly@canada.ca>; Galley, Alanna (INFC) <alanna.galley@canada.ca>
Subject: Heads Up: Media Update (Waterfront Toronto)- National Observer and Toronto Star
Good afternoon,

We've received a heads up from Waterfront Toronto regarding two upcoming media stories to be published shortly in the Toronto Star and National Observer, at 10 am tomorrow morning and tonight at 7 pm respectively.
Below are the key points to the story are:

- Both outlets obtained internal documents from a presentation Sidewalk Labs gave to Alphabet in November of 2018
- The presentation indicates that the scope that Sidewalk Labs has in mind for the Quayside development extends well beyond the Quayside area and covers a much larger part of the Designated Waterfront Area.
- The presentation highlights the various revenue streams which Sidewalk Labs anticipates coming from this project which include land value tax revenue
- Implementation of the proposal will require significant rezoning
- Sidewalk Labs commissioned public polling on the project
- There is internal conflict between Sidewalk Labs and Alphabet on this project, as well as a conflicted relationship between Waterfront Toronto and Sidewalk Labs

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The National Observer has approached both WT and Sidewalks Labs for comment, while the Toronto Star has only approached Sidewalks Labs.
WT will be responding to the National Observer with a statement that indicates they are unaware of any internal presentations between Sidewalk Labs and Alphabet. Their statement will also highlight the bold ideas that they sought from a Funding and Innovation Partner in the Quayside RFP, and their rigorous evaluation process. The statement will also highlight that any proposals will also need to conform with federal and provincial regulations, and City planning permissions.
We will share Waterfront Toronto's response with you when we receive it, and monitor for its publication.
Their understanding is Sidewalks Labs is also working on responding to both outlets.
Thank you,
Lama

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WATERFRONT TORONTO STATEMENT ON RECENT MEDIA REPORTS REGARDING THE THE QUAYSIDE PROJECT

February 15, 2019

FOR IMMEDIATE RELEASE

Toronto, ON

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Our goal for the project was to improve urban living and explore solutions for growing urban challenges such as housing affordability, environmental sustainability, economic development and prosperity, and integrated transit solutions.

While preliminary plan concepts from Sidewalk Labs have been shared with us, we have not received a full proposal that includes an underlying business plan. However, we expect to receive a full proposal, called the Master Innovation and Development Plan (MIDP), in the coming weeks.

Waterfront Toronto has developed rigorous internal process to evaluate the MIDP to ensure that it meets important objectives including job creation, climate positive, affordable housing and urban innovation. This evaluation will use subject matter experts and a due diligence panel that will evaluate if proposals in the MIDP represent sound solutions for the urban challenges and represent good value for the people of Toronto.

Beyond the evaluation, Waterfront Toronto will seek public input on the MIDP through consultations. In addition, the MIDP proposals will be subject to federal and provincial regulations and municipal planning permissions.

If the MIDP from Sidewalk Labs does not deliver on the priorities that we have set out for Quayside, in a manner that is in the public interest, then the proposed plan will not be implemented.

For 20 years we have worked closely with the public and our government partners and set a high standard for waterfront revitalization and city-building. Waterfront Toronto must maintain the public's confidence to meet the highest standards of transparency, openness, and fairness in our work to further revitalize Toronto's waterfront. We will continue to work diligently to achieve this standard for Quayside.

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— 30 —

For media inquires:

Andrew Tumilty

Waterfront Toronto

atumilty@waterfrontoronto.ca

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 18, 2019 10:01 AM
To: Zewede, Heywet (INFC)
Cc: Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: RE: Summary of Weekly WT Call

For now put Wellington Building (180 Wellington), Room 415 (TBC)

From: Zewede, Heywet (INFC)
Sent: February 18, 2019 9:58 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Subject: RE: Summary of Weekly WT Call

Thank you Nancy, do we have the location of where in Ottawa?

From: Faraday-Smith, Nancy (INFC)
Sent: February 18, 2019 9:56 AM
To: Zewede, Heywet (INFC) <heywet.zewede@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Subject: RE: Summary of Weekly WT Call

Hi Heywet – here's an excerpt from the invite that WT received re: appearing before the ETHI Committee:

The House of Commons **Standing Committee on Access to Information, Privacy and Ethics** would like to invite **representatives** to appear on behalf of **Waterfront Toronto** from **15h30-17h30 ET** in **Ottawa (or via videoconference) on Thursday, February 21, 2019** in view of its study of **Privacy of Digital Government Services**.

From: Zewede, Heywet (INFC)
Sent: February 15, 2019 2:32 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Subject: RE: Summary of Weekly WT Call

Thanks Nancy,

Are there speaking points prepared for Monday?

Kind regards,

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ATIA - 19(1) | ATIA - 20(1)(b)
ATIA - 21(1)(a) | ATIA - 20(1)(c)
ATIA - 21(1)(b) | ATIA - 20(1)(d)

Heywet

From: Faraday-Smith, Nancy (INFC)
Sent: February 4, 2019 2:50 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Subject: Summary of Weekly WT Call

Glenn –

Here are key highlights from the discussion today with WT (Meg, Kristina, Kevin Green and Ed). I'll bring you hard copies of the attached materials, which Ed sent earlier today.

[redacted]

Let me know if any questions,
Nancy

From: Edward Chalupka [mailto:[redacted]@waterfrontoronto.ca]
Sent: February 4, 2019 11:36 AM

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To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Subject: FW: Content for this afternoon's meeting

Nancy –

I wanted to confirm that we are still on for our call at 1 this afternoon.

We have two items we wanted to discus. The first is a quick discussion regarding our invitation to appear before the standing committee and the second is to walk you through a draft and confidential deck that pertains to Volume 3. We are starting to see the evolution of the business case and want to discuss the first attachment which is WT's analysis and overview of the business case as it stands thus far.

The second attachment, FYI, is a confidential deck that was presented to the City a couple of weeks ago.

Ed

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 18, 2019 10:17 AM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: NDP MP Angus may call on Ethics, Integrity commissioner for Sidewalk Labs investigation

[redacted]

NDP MP Angus may call on Ethics, Integrity commissioner for Sidewalk Labs investigation

https://mobilesyrup.com/2019/02/15/angus-sidewalk-labs-google/

Federal NDP Member of Parliament (MP) Charlie Angus says Canadians have "been played for suckers" by the Liberal government and Google in response to a new report revealing Google's Sidewalk Labs had plans to extend the smart city development Quayside by getting a share of property taxes, development fees and increased value of city land. "[The Liberals] pretended that this is some cool little project when all along it was about turning over some of their richest real estate land in the world to one of the biggest American corporations," Angus said to MobileSyrup during a phone interview on February 15th. "The people of Canada have been played for suckers. about Google and the Liberal government," he said.

On Thursday night, The Toronto Star released an investigative report based on internal documents that showed the company had plans to make a case indicating it was "entitled to…a share in the uptick in land value on the entire geography…a share of developer charges and incremental tax revenue on all land." Documents showed that the land where Sidewalk Labs eventually constructed Quayside would increase in value and "could amount to a large, recurring revenue stream diverted from the city into private lands." Confidential slides showed that Sidewalk Labs intended on benefiting from the potential increase in the value of the land after other developers built their projects. Angus said that there was no transparency to anything that Sidewalk Labs had done or said so far. "We need accountability and an investigation into how this deal was constructed," Angus said. Asked if Canada's Ethics Commissioner or Ontario's Integrity Commissioner needs to partake in an investigation, Angus said: "We are looking at options." He did note that he has not been in touch with either commissioner on the issue yet.

Sidewalk Labs' CEO Dan Doctoroff told the Star that the slides were real. "We don't think that 12 acres on Quayside has the scale to actually have the impact on affordability and economic opportunity and transit that everyone aspires to," he told the Star in an interview. He added that the plan is to spend "a lot of money in advancing the infrastructure" and in turn, believes the company should be "paid back a reasonable return for our investment in that infrastructure." Slides showed ideas of constructing an LRT expansion and construction of "power and thermal grid, and waste removal." "This is something that is on nobody's realistic drawing board. We would ensure it gets financed and all we want to do is get paid back out of the increased in value in

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terms of property taxes and developer charges that are only possible when that LRT gets extended," Doctoroff said.

Angus said the offer wasn't a "good deal for the Canadian people." "A 30-day [Request For Proposals] that turned over so much valuable land that basically no one else was able to really put a bid in…that stinks," Angus said. Ontario Auditor General Bonnie Lysyk said in her 2018 report that Sidewalk Labs had been given more information than others to complete the proposal. She said that all levels of government needed to have consultations with Sidewalk Labs throughout the process. And Sidewalk Labs did say it was in constant contact with the three levels of government.

Angus, on the other hand, doesn't feel that the level of engagement was enough. He said the last time he met with Google's lobbyists was in October when they had met with many MPs and senior officials. "But I wasn't invited to that dinner," Angus said as he laughed. That dinner he was referring to was a dinner that was hosted on October 25th with 12 senior government officials and three executives from Sidewalk Labs, including its CEO Dan Doctoroff. Angus said he obtained the information through an Access to Information and Privacy (ATIP) request. The Globe and Mail reported on January 17th that the ATIP briefing showed the federal staff were advised to press Doctoroff on IP concerns. "This looks like it was set up through back-room channels and I think we need to definitely stop this project now on its tracks and get some accountability," Angus said, adding when the Google lobbyists showed up as his door they made it seem like the project was going to be fun. "They presented to us a really neat little project, a little experiment. They never came clean about the overall picture, which is turning over to a massive American corporation, public revenues, public oversight of some of the most prime real estate in the world," Angus said. "Google has gotten away with it because they have a very very comfy, cozy relationship with all the senior representatives, at least in the Liberal government, and the two other levels of government, we need to see some accountability as well."

Angus said he still has not received a response from Infrastructure and Communities Minister François-Philippe Champagne after he penned a letter to him in January expressing his concerns about the project. "He has never bothered to respond," Angus said. "I think [Sidewalk Labs] just thinks that this is just going to go ahead because it's Google. And my question is, is it in the public interest?" Angus said. The Alphabet-owned Google affiliate began working with Waterfront Toronto after it was solidified in October 2017. The Waterfront Toronto board of directors later approved a Plan Development Agreement (PDA) with Sidewalk Labs in July 2018. As a result of the 58-page PDA, Sidewalk Labs said that it would invest approximately $40 million USD (roughly $52.87 million CAD) to develop the Master Innovation and Development Plan (MIDP). Of that total figure, Sidewalk Labs set aside $2.6 million USD (approximately $3.52 million CAD) to examine legal, regulatory and policy issues, including data privacy and digital governance.

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ATIA - 19(1)
ATIA - 21(1)(a)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 19, 2019 8:56 AM
To: Kristina Verner
Subject: Re: Deep dive - Feb 22nd

Glenn, myself and Shawn

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Kristina Verner
Sent: Tuesday, February 19, 2019 8:08 AM
To: Faraday-Smith, Nancy (INFC)
Subject: RE: Deep dive - Feb 22nd

Quick question – Who from your shop will be able to attend "in person"?

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, February 18, 2019 11:05 AM
To: Kristina Verner <KVerner@waterfrontoronto.ca>; Edward Chalupka [redacted]@waterfrontoronto.ca>
Cc: Meg Davis <MDavis@waterfrontoronto.ca>
Subject: Deep dive - Feb 22nd
Importance: High

Hi there,

[redacted] I wanted to convey Glenn's interest in attending the MIDP deep dive on Friday (in person). Given last week's developments, our view is that the meeting should indeed focus on the business case (with a brief update on digital as appropriate). I believe this is consistent with what was suggested as a possibility when we spoke on Friday. [redacted]

Grateful if you could confirm soonest if we can proceed based on this approach.

Thanks!
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 19, 2019 10:41 AM
To: Eyre, Jennifer (INFC)
Subject: RE: Sidewalk Labs[redacted]

Thx

From: Eyre, Jennifer (INFC)
Sent: February 19, 2019 10:36 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Geerts, Line (INFC) <line.geerts@canada.ca>
Subject: FW: Sidewalk Labs[redacted]

From: Gillis, Kelly (INFC)
Sent: February 19, 2019 9:59 AM
To: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Fwd: Sidewalk Labs[redacted]

Can you please send to Nancy faraday as don't have her contact tks

Sent from my iPhone

Begin forwarded message:

From:[redacted]>
Date: February 18, 2019 at 10:06:25 AM EST
To: "Gillis, Kelly (INFC)" <kelly.gillis@canada.ca>
Cc: Peter Wallace <Peter.Wallace@tbs-sct.gc.ca>, "Rochon, Paul (FIN)" <paul.rochon@canada.ca>, "Eyre, Jennifer (INFC)" <jennifer.eyre@canada.ca>, "Mendelsohn, Matthew" <Matthew.Mendelsohn@pco-bcp.gc.ca>, "Knubley, John (IC)" <john.knubley@canada.ca>
Subject: RE: Sidewalk Labs[redacted]

Hi Kelly,

Thank you for your response. I especially appreciate the clarity about the Federal government's role in Sidewalk's plans.[redacted]

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[redacted] Do you have any interplay with the four Federal representatives on the Waterfront's board? [redacted] Please let me know if this is possible. It will be much appreciated.

Cheers,
[redacted]

-----Original Message-----
From: Gillis, Kelly (INFC) [mailto:kelly.gillis@canada.ca]
Sent: February-15-19 11:43 AM
To: [redacted]
Cc: Peter Wallace <Peter.Wallace@tbs-sct.gc.ca>; Rochon, Paul (FIN) <paul.rochon@canada.ca>; Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>; Mendelsohn, Matthew <Matthew.Mendelsohn@pco-bcp.gc.ca>; Knubley, John (IC) <john.knubley@canada.ca>
Subject: Re: Sidewalk Labs[redacted]

Hi[redacted], just read the article [redacted] I can tell you that we are not meeting with Sidewalk weekly nor in any regular frequency - that relationship is managed with Waterfront Toronto. I have not seen the deck referenced nor aware of Sidewalk's thinking as we are still awaiting the MIDP documents which will be made public when available.

As you are aware Waterfront Toronto has engaged a panel of experts to help think through and hold public engagements on the various elements of a smart city such as data, privacy, IP, etc.[redacted]

Talk soon Kelly

Sent from my iPhone

> On Feb 15, 2019, at 8:58 AM, [redacted] wrote:
>
> Kelly,
>
> I am sure you've read this [redacted] article in Toronto Star this morning [redacted]

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[redacted] https://www.thestar.com/news/gta/2019/02/14/googles-sidewalk-labs-plans-massive-expansion-to-waterfront-vision.html.

Can I please get some information about these weekly meetings the company is having with all three levels of government? One slide states there have been "weekly briefings with officials from the three levels of government," and "regulatory dispensations", "have been drafted to allow the plan to go ahead".

[redacted]

I appreciate your help here understand what is going on.

Cheers,
[redacted]

-----Original Message-----

From: Mendelsohn, Matthew [mailto:Matthew.Mendelsohn@pco-bcp.gc.ca]

Sent: January-18-19 6:36 PM

To: [redacted]>

Cc: Gillis, Kelly (INFC) <kelly.gillis@canada.ca>; Peter Wallace <Peter.Wallace@tbs-sct.gc.ca>; Rochon, Paul (FIN) <paul.rochon@canada.ca>; Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>;
[redacted]

Subject: Re: Federal staff advised to press Sidewalk Labs' Toronto project at October dinner

Looking forward to it.

Sent from my iPhone

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On Jan 18, 2019, at 3:05 PM, [redacted]>> wrote:

Kelly,

That sounds great and all look forward to it.

[redacted] can coordinate with Jennifer.

Have a great weekend.

Cheers,

[redacted]

From: Gillis, Kelly (INFC) [mailto:kelly.gillis@canada.ca]

Sent: January-17-19 9:03 AM

To: [redacted]>>; Matthew Mendelsohn <Matthew.Mendelsohn@pco-bcp.gc.ca<mailto:Matthew.Mendelsohn@pco-bcp.gc.ca>>; Peter Wallace <Peter.Wallace@tbs-sct.gc.ca<mailto:Peter.Wallace@tbs-sct.gc.ca>>; Rochon, Paul (FIN) <paul.rochon@canada.ca<mailto:paul.rochon@canada.ca>>

Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca<mailto:jennifer.eyre@canada.ca>>

Subject: Re: Federal staff advised to press Sidewalk Labs' Toronto project at October dinner

Hi [redacted] Matthew and I would be pleased to host a dinner with you and CEOS representing smart cities. Jennifer in my office can help put together please us know who she can work with on your end. Thanks Kelly

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: [redacted]

Sent: Thursday, January 17, 2019 8:20 AM

To: Matthew Mendelsohn; Peter Wallace; Gillis, Kelly (INFC); Rochon, Paul (FIN)

Subject: Federal staff advised to press Sidewalk Labs' Toronto project at October dinner

Matthew, Peter, Paul & Kelly

Can we do a similar star studded dinner for Canadian smart city innovators?

[redacted] Let me know if you're open to this.

Cheers,

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[redacted]

Federal staff advised to press Sidewalk Labs' Toronto project at October dinner
https://www.theglobeandmail.com/business/article-federal-staff-advised-to-press-sidewalk-labs-toronto-project-at/

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Cariaga, Flordeliza (INFC)

From: Baalbaki2, Fatima (INFC)
Sent: February 19, 2019 1:37 PM
To: Tippins, Shawn (INFC)
Cc: Faraday-Smith, Nancy (INFC); Proulx, Isabelle (INFC); Powroz, Jen (INFC); Khodr, Lama (INFC)
Subject: Re: For approval: Updated WT media lines

Thank you Shawn. Our lines cover the general messaging in the statement below, but thank you for sharing it.

Fatima Baalbaki

On Feb 19, 2019, at 1:32 PM, Tippins, Shawn (INFC) <shawn.tippins@canada.ca> wrote:

> Fatima – Sorry for the delay. We made a few changes. See attached. Also please see below statement MINO put out last week re. Quayside/SWL. Should any of the elements of the statement be included as responsives in the attached Media lines? Thx, ST.
> .....
> "We are proud to be partnering with the City of Toronto and province of Ontario to invest more than $1 billion in the flood mitigation and reclamation of the Toronto Waterfront. This investment is allowing for the redevelopment of this vital part of the city, and for Waterfront Toronto to partner with companies like Google to build the communities of tomorrow.
> It is important to note that Waterfront Toronto manages this project on behalf of all three orders of government. They are the organization that independently ran the RFP process for the Quayside development and which interacts regularly with Sidewalk Labs in this capacity.
> Sidewalk Labs and Waterfront Toronto are in the process of developing the Master Innovation and Development Plan (MIDP) for the project. We have not seen the detail outlined in your email and therefore we are not in a position to comment on its accuracy. We have not held regular meetings, weekly or otherwise. For a full record of meetings, please see the federal lobbyist registry.
> For all further questions on public consultation, the content of the forthcoming MIDP, permitting, or anything else, I encourage you to speak with Waterfront Toronto as they best positioned to provide detailed responses."
>
> **From:** Baalbaki2, Fatima (INFC)
> **Sent:** February 19, 2019 12:34 PM
> **To:** Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
> **Cc:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Khodr, Lama (INFC) <lama.khodr@canada.ca>
> **Subject:** RE: For approval: Updated WT media lines
> Thanks. Please see updated lines for you approval as soon as possible please.
> Fatima
>
> **From:** Tippins, Shawn (INFC)
> **Sent:** February 19, 2019 11:56 AM
> **To:** Baalbaki2, Fatima (INFC) <fatima.baalbaki2@canada.ca>
> **Cc:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Khodr, Lama (INFC) <lama.khodr@canada.ca>
> **Subject:** RE: For approval: Updated WT media lines
> Ok. Please use the version Nancy just emailed to Caroline a couple minutes ago. (you were cc'd). ST.

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From: Baalbaki2, Fatima (INFC)
Sent: February 19, 2019 11:55 AM
To: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Cc: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Khodr, Lama (INFC) <lama.khodr@canada.ca>
Subject: Re: For approval: Updated WT media lines
Thank you- the version I had was from 3pm yesterday. Will update our lines and share with you in a few minutes.

Fatima Baalbaki

On Feb 19, 2019, at 11:48 AM, Tippins, Shawn (INFC) <shawn.tippins@canada.ca> wrote:

> Hi Fatima – are u sure u have the latest version of the TRAN note? There were changes made to it late last night. I attach a track-changes version of the TRAN note that shows how the key messages have been adjusted. [redacted] Thx, ST. [redacted]
>
> **From:** Baalbaki2, Fatima (INFC)
> **Sent:** February 19, 2019 11:28 AM
> **To:** Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
> **Cc:** Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Khodr, Lama (INFC) <lama.khodr@canada.ca>
> **Subject:** For approval: Updated WT media lines
> **Importance:** High
> Hi Nancy and Shawn,
> I am filling in for Joshua Hobbs [redacted]
> We are updating the WT media lines based on the most recent media coverage. Please see attached for our proposed additional bullet and let us know if there is anything else we can add.
> We have received and reviewing the version of your hot issue note this morning and have aligned these line with it (with the acknowledgement that you are working on an updated version).
> Your response asap would be greatly appreciated as these are going into the TRAN binder this morning.
> Thank you.
> Fatima
>
> **From:** Marchildon, Caroline (INFC)
> **Sent:** February 19, 2019 9:17 AM
> **To:** Powroz, Jen (INFC) <jen.powroz@canada.ca>; Tam2, Pauline (INFC) <pauline.tam2@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Baalbaki2, Fatima (INFC) <fatima.baalbaki2@canada.ca>
> **Subject:** Fwd: Morning News Summary – Revue de presse matinale
> See coverage this morning. Can you work on updating the Waterfront lines for the TRAN binder ASAP this morning with Nancy and team. Would like to see them for review. Thanks.
>
> Sent from my iPhone
>
> Begin forwarded message:

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From: "News / Nouvelles (INFC)" <infc.news-nouvelles.infc@canada.ca>
Date: February 19, 2019 at 6:45:32 AM GMT-5
Cc: "News / Nouvelles (INFC)" <infc.news-nouvelles.infc@canada.ca>, INFC.F MINO / MINO F.INFC <infc.mino-mino.infc@canada.ca>, INFC.O Users/Utilisateurs O.INFC <INFC.Users-Utilisateurs.INFC@canada.ca>
Subject: Morning News Summary – Revue de presse matinale

Morning News Summary – Revue de presse matinale

February 19, 2019 - 19 février 2019

Ministerial | Ministériel
National Stories | Nouvelles nationales
Infrastructure Bank | Banque de l'infrastructure
Bridges | Ponts
Smart Cities | Villes intelligentes
Regional Stories | Nouvelles régionales
Social Media Review | Revue des médias sociaux

Minister of Infrastructure and Communities | Ministre de l'Infrastructure et des Collectivités

Q&A with federal Liberal Minister of Infrastructure and Communities

A prominent federal Liberal MP came to Chilliwack last week, a rare occurrence in this long-held Cons electoral district.Minister of Infrastructure and Communities Francois-Philippe Champagne – who unt cabinet shuffle was the Minister of Trade – visited the Chilliwack Chamber of Commerce for lunch on

The Chilliwack Progress - 2019-02-18 14:11 (EST)

Minister of Rural Economic Development | Ministre du Développement économique rural

NIL

National and Top Stories | nationales et principales nouvelles

NDP Leader Jagmeet Singh calls for public inquiry over SNC-Lavalin questions

BURNABY, B.C. -- Federal NDP Leader Jagmeet Singh says a public inquiry is necessary in the scandal i engineering giant SNC-Lavalin and Canada's former justice minister. Singh says serious questions nee answered about the scandal that cuts to the heart of Canada's democracy. Vancouver member of Par

Halifax Chronicle Herald.ca - 2019-02-18 **(also published in the Cape Breton Post, National Obse John's Telegram, Lethbridge Herald, Nanaimo Daily News, London Free Press, Windsor Star Gazette, Edmonton Journal, Regina Leader-Post, Calgary Herald, Ottawa Citizen, Le Soleil, V Sun, Canadian Press)**

SNC-Lavalin scandal drives Gerald Butts to resign from Trudeau's office

A political scandal that has already cost Prime Minister Justin Trudeau a key cabinet minister, has now of the top advisors in his inner circle. Gerald Butts, a long-time friend and advisor of Trudeau, has resi position as principal secretary in the prime minister's office, due to...

National Observer - 2019-02-18

Affaire SNC-Lavalin: Le principal conseiller de Justin Trudeau démissionne

Processed under the provisions of the Access to Information Act / Révisé en vertu de la Loi sur l'accès à l'information

OTTAWA - Le principal conseiller et ami de longue date de Justin Trudeau, Gerald Butts, a démissionn
foulée d'allégations voulant que le bureau du premier ministre ait agi pour empêcher qu'une poursuit
soit déposée contre SNC-Lavalin. Dans un communiqué, M. Butts «nie catégoriquement» les accusati

Le Droit.ca - 2019-02-18

Trudeau's principal secretary, Gerald Butts, resigns amid SNC-Lavalin furor

OTTAWA - Gerald Butts, Justin Trudeau's principal secretary and long-time friend, has resigned amid a
the Prime Minister's Office interfered to prevent a criminal prosecution of SNC-Lavalin. In a statemen
unequivocally denies the accusation that he or anyone else in the office improperly pressured former
general Jody…

National Post.com - 2019-02-18

This is how the SNC-Lavalin uproar must end

How is the SNC-Lavalin affair going to end for Justin Trudeau's Liberals? In a word, badly. It is bad eno
and will only get worse before it gets better - if it does. It has already cost the prime minister a highly
minister, Jody Wilson-Raybould, his former…

Kitchener-Waterloo Record.com - 2019-02-18 **(also published in the Hamilton Spectator)**

SNC-Lavalin : Oui au règlement

Il faut arrêter de charrierJe peux très bien comprendre pourquoi certains disent n'importe quoi et sor
sortes de chiffres abracadabrants sur notre pseudo-fleuron et joyau québécois SNC-Lavalin qui, histor
pris son envol grâce aux juteux contrats d'Hydro-Québec, fraichement nationalisée. Hélas, les motiv
idéologiques, électoralistes et pécuniaires ne s'embarrassent…

Journal de Montréal.com - 2019-02-19 05:00 (EST)

Exit of trusted adviser a blow to re-election hopes

Justin Trudeau's Liberal government and his hopes for re-election were rocked Monday by the resigna
principal secretary amid allegations that the Prime Minister's Office interfered to prevent a criminal p
SNC-Lavalin. In a statement, Gerald Butts unequivocally denied the accusation that he or anyone else

Montreal Gazette , NP3 - 2019-02-19

Chronologie

OTTAWA _ 19 février 2015 _ La GRC annonce qu'elle porte des accusations découlant des relations co
entretenues par la société en Libye. SNC-Lavalin publie une déclaration dans laquelle elle affirme que
sont sans fondement et qu'elle plaidera non coupable. Une condamnation empêcherait l'entrepri
soumissionner sur des…

Presse Canadienne - 2019-02-18

Infrastructure Bank | Banque de l'infrastructure

NIL

Bridges | Ponts

NIL

Smart Cities | Villes intelligentes

NIL

Regional Stories | Nouvelles régionales

West | Ouest

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Infrastructure that works for small and rural communities

Letter to the EditorPeople in B.C.'s rural communities are often the unsung heroes of our provincial e provide labour, expertise and supplies to the booming resource industries that drive our province's ec being.Yet the infrastructure people rely on in rural communities is often in need of repairs or upgrade

E-Know.ca - 2019-02-18 14:10 (EST)

North | Nord

NIL

Quebec | Québec

La nouvelle surface multisport à Rivière-Ouelle a été inaugurée

13h14La toute nouvelle surface multisport de Rivière-Ouelle, aménagée au cœur du parc municipal p du Tricentenaire, a été officiellement inaugurée le 16 février dernier.Bien que l'infrastructure soit disp le début de la saison, le dévoilement officiel s'est déroulé dans le cadre d'une…

cmatv.ca - 2019-02-18 14:56 (EST)

Soirée d'information publique: L'ARTM essuie une pluie de critiques

Des clients du train de Deux-Montagnes et des gens en colère contre le Réseau express métropolitain d'assaut une séance d'information sur le développement du transport en commun lundi soir pour fair mécontentement.Ces enjeux chauds ont probablement contribué à la popularité de la soirée: l'Autori

Journal de Montréal.com - 2019-02-18 21:50 (EST)

Ça joue du coude au bassin Peel

Un projet concurrent de 2,5 milliards sur le terrain visé pour le stade de baseball Le promoteur immol connu Devimco travaille depuis deux ans sur la création d'un pôle d'emplois et de 4500 logements su visés par les partisans du retour du baseball majeur à Montréal. La…

La Presse+ , AFFAIRES_1,AFFAIRES_2 - 2019-02-19

Cost soars again for city's new organic waste plant

The price of Montreal's future composting centre in St-Laurent borough has grown by another third in months since the city revealed in November that the cost of the facility had doubled. As well, the con specifications show the winning bidder will keep any revenue generated from producing compost…

Montreal Gazette , A1 / FRONT - 2019-02-19

Usine de compostage à Montréal : un premier contrat de 175 M$

Après près de dix ans d'attente, Montréal s'apprête à octroyer un contrat de 175 millions de dollars p première usine de compostage dans l'arrondissement Saint-Laurent. L'administration Plante remet à autres usines annoncées par son prédécesseur Denis Coderre pour des raisons monétaires, notamme de Jean-Philippe…

Radio-Canada.ca: Grands titres - 2019-02-19 04:27 (EST)

Ontario | Ontario

Five things that happened at Simcoe County council last week

Additional Registered Nurse funding approvedProvincial legislation changes regarding long-term care resulted in additional funding for Simcoe County's four long-term care facilities. The county was appr $212,000 in additional funding in 2018 and will receive $424,000 starting in 2019 annually to support RN at each of the…

Simcoe.com - 2019-02-18 14:40 (EST)

Christopher Hume: Anger over Google's vision for Toronto waterfront is misguided

OK, Toronto, sit down, take a deep breath and try to relax. Frothing at the mouth makes you look eve than usual, especially when it's so misguided. Ours isn't the first city not to know a good thing when it Nothing new there. Toronto proved that…

Toronto Star.com - 2019-02-18

Politicians, business leaders want Sidewalk Labs project scrapped

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Politicians and prominent business and technology leaders say plans for a high tech Toronto commun
Waterfront Toronto and an Alphabet Inc.-backed entity should be scrapped. They are calling on the p
revisited after a leaked report last week revealed Sidewalk Labs' interest in laying claim to...

CBC.ca: Toronto - 2019-02-18 17:12 (EST)

Sidewalk Toronto faces growing opposition, calls to cancel project

TORONTO _ Plans for a high tech Toronto community led by an Alphabet Inc.-backed entity should be
politicians and prominent Canadian business and technology leaders. In the wake of a leaked report l
revealed Sidewalk Labs' interest in laying claim to developer fees and taxes usually...

Canadian Press Newswire - 2019-02-18 **(also published in the National Post)**

Atlantic | Atlantique

City abandons boardwalk plans after hearing concerns from residents

The City of Charlottetown has abandoned plans to connect the Victoria Park and culinary institute boa
residents who live along West Street, where the boardwalk would be placed to connect the two, simp
the structure running through their backyards. "When the potential projects were announced in The..

Charlottetown Guardian.ca - 2019-02-18

Social Media Review| Revue des médias sociaux

Notable Tweets of the Day (February 18)

Please note: Our daily clips can now be accessed from the Infranet by clicking on the *News & Me*
button. You can also view archived clips directly on NewsDesk, so there is no need to save them
computer.

À noter: Vous pouvez accéder aux coupures de presse matinales à partir de l'Infranet en cliquant
Les nouvelles et ressources médiatiques. Vous pouvez aussi consulter les coupures archivées dire
le site Inf oMedia, de sorte qu'il n'est pas nécessaire de les sauvegarder sur votre ordinateur.

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Communications Directorate | Direction des Communications
INFCMedia_Medias@infc.gc.ca
Infrastructure Canada | www.infrastructure.gc.ca
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Government of Canada | Gouvernement du Canada

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 19, 2019 1:40 PM
To: Zewede, Heywet (INFC)
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC; Mitchell2, Lisa (INFC)
Subject: RE: Glenn's bilat
Attachments: Draft Agenda March 22 IGSC.DOCX

Hi Heywet –

Here are three suggestions from my side:

- Waterfront Toronto appearance before ETHI Committee – Thursday, February 21st
  - Documents from Waterfront still forthcoming (as at 1pm Tuesday);
  - Meeting notice is not yet online but Committee Clerk has indicated that only one other organization is scheduled to appear on Thursday (Information Technology Association of Canada (ITAC))
  - Sidewalk tentatively scheduled for March 19th

- Appointment of Waterfront Toronto Chair

  - Also looking to align transmittal of our respective letters

- March 22nd IGSC – draft agenda (attached)
  - Welcome feedback before sending to government partners for input

Nancy

From: Zewede, Heywet (INFC)
Sent: February 19, 2019 12:40 PM
To: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Subject: FW: Glenn's bilat

FYI ☺

From: Paravan, Christina (INFC)
Sent: February 19, 2019 12:29 PM

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To: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Cc: Hassan, Samira (INFC) <samira.hassan@canada.ca>
Subject: Glenn's bilat

Good afternoon,

Please provide me Glenn's bilat agenda by 4:00 p.m. firm.

Thank you,

Christina Paravan
Correspondence Officer | Agente à la correspondance
Deputy Minister's Office | Bureau du sous-ministre
Infrastructure and Communities | Infrastructure et Collectivités
christina.paravan@canada.ca
Tel: 613-941-8897

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ATIA - 21(1)(b)

Agenda
Toronto Waterfront Revitalization Initiative IGSC
March 22, 2019

Toronto City Hall, 24th Floor large boardroom, East Tower, and by Teleconference
1:30 – 3:30 PM

Local Dial In: TBC, Conference ID: TBC

1. **Welcome Remarks and Introductions** - Kelly Gillis, Deputy Minister, INFC (5 min)

2. **Approval of November 13, 2018 IGSC Minutes –** All (5 Min) – Decision Item

3. **WT Financial Update –** WT Chief Financial Officer Lisa Taylor (20 Min) – Information Item

4. **Port Lands Flood Protection Update –** WT Chief Project Officer David Kusturin (10 Min) – Information Item

5. **Quayside –** WT Chief Development Officer Meg Davis (60 Min) – Information Item
   - *Dashboard; timeline & milestones*
   - *Government release of the draft MIDP*
   - *Digital Strategy Advisory Panel*
     - *Activities and way forward*
   - *Communications Update & Next Steps*

6. **Follow-up to Ontario AG Report –** MOI Adam Redish; WT Chief Strategy Officer Marissa Piattelli (15 Min) – Information Item

[redacted]

DRAFT

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Cariaga, Flordeliza (INFC)

From:	Tippins, Shawn (INFC)
Sent:	February 19, 2019 5:33 PM
To:	Faraday-Smith, Nancy (INFC)
Subject:	Analysis table
Attachments:	Analysis table.docx

Tracking:

Recipient	Delivery
Faraday-Smith, Nancy (INFC)	Delivered: 2019-02-19 5:33 PM

Hi - I've isolated the key provisions on both Scale and Regulatory Framework in the PDA and RFP respectfully. I've put them in a table for your review, with key language highlighted in yellow. Happy to discuss.

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Table analyzing references to scale and Regulatory Framework in the Quayside PDA and RF

PDA (executed July 30, 2018)	RFP (let March 17, 2017)
Scale	
Key Terms: "MIDP Site" means the Designated Waterfront Area, as further described in Schedule E hereto. "**Quayside Parcel**" means the approximately 12 acres of land identified as the "Quayside Parcel" on Schedule E, inclusive of the water parcel commonly known as Parliament Slip and any developable lands therein created by any roads closed or realigned or by any water parcels being filled. **Schedule B: MIDP Scope:** 1.03 **Planning At Scale** The MIDP will include both plans for the Quayside Parcel and plans at scale, including for the MIDP Site as required by the business analysis. The Parties acknowledge that the plans in the MIDP may explore lands not owned or controlled by the Parties. Any proposed options at scale shall be subject to and closely tied to the achievement of the MIDP Targets and supported by robust business planning and financial analysis, taking into account the Parties' shared programmatic goals and the MIDP Targets, matters of financing and capital formation, anticipated absorption and economic impact, including estimates for job and economic growth, and through the development of business plans and financial models subject to various assumptions (including with respect to potential revenue streams and estimated costs, including of land) and showing various sensitivities and comparisons (including comparing to a baseline "market" / traditional developer scenario). To the extent these analyses demonstrate the need for scale the Parties will incorporate into the MIDP a set of proposed phases and sequencing to achieve such scale and, subject to obtaining necessary approvals, implement such MIDP. Any implementation of the MIDP will be subject to Waterfront Toronto Approval and Sidewalk Approval, as well as various other conditions, including the receipt of any necessary governmental approvals and clearances and the receipt of any necessary approvals, agreements or consents with landowners or the other third parties. The extent to and the manner in which successful solutions, processes and partnerships are carried forward into subsequent developments could be affected by requirements of the City of Toronto or other authorities or Waterfront Toronto becoming subject after the Effective Date to applicable procurement Laws.	**Part I: Overview of the Opportunity:** ...The Toronto Waterfront Revitalization Corporation ("Waterfront Toronto") is seeking an Innovation and Funding Partner ("the Partner") that shares our aspirations and will help create and fund a globally-significant community that will showcase advanced technologies, building materials, sustainable practices and innovative business models that demonstrate pragmatic solutions toward climate positive urban development. The opportunity in this Request for Proposal ("RFP") is the Quayside Development (the Project), an approximate 4.9-hectare (12-acre) development site situated along Toronto's eastern waterfront (see **Figure 1**) and within walking distance of the vibrant central business district. Comprising sites owned primarily by Waterfront Toronto and the City of Toronto, as well as a privately-held parcel, the Project offers approximately 3.3 million square feet of development potential. The Project is the pilot for which Waterfront Toronto and the Partner will establish a clear vision and action plan for creating a vibrant, climate-positive and prosperous community – one that will serve as a national and global model to encourage market transformation towards climate-positive city building. Waterfront Toronto considers that by achieving key objectives for the Project it may be beneficial to advance the solutions, processes and partnerships proven successful through the Project to subsequent developments on the eastern waterfront, as those lands become available to Waterfront Toronto (as per the established protocols with the City of Toronto). As the directing agency of the waterfront lands, Waterfront Toronto, therefore, reserves the right to do so. The extent to and the manner in which such successful solutions, processes and partnerships are carried forward into subsequent developments of the eastern waterfront could be affected by future applicable procurement policies and additional requirements of the City of Toronto or other funding authorities. [...] The Partner will work directly with Waterfront Toronto in the conceptualization, business planning and implementation stages of the Project (see **Section VII Partner Scope and Deliverables**). This includes identifying and defining the necessary technologies, infrastructure, strategies, measurable outcomes and downstream partners that will ensure the Project's success. **Part VII. Partner Scope & Deliverables:** [...] ...The Project is intended to be a pilot environment for the broader eastern waterfront revitalization. Technologies, approaches and partners that are deemed to be successful in the Project may be integrated as appropriate in future phases as discussed in **Section I.** The co-creation of the guiding vision will inform how Project successes may be scaled elsewhere on the waterfront.
Regulatory Framework	

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1.04 Regulatory Framework The Parties acknowledge that the MIDP will address existing applicable laws and the existing policy framework and will note places in which its plans may require revision of, or other approvals under, such existing applicable laws and existing policy framework, in which case the implementation of any such plans will be subject to the relevant Governmental Authorities making or granting such revision or approval. The MIDP will be developed through a process of co-creation and collaboration between the Parties, informed by a robust public engagement process and close collaboration with the City of Toronto and other governmental agencies and stakeholders.	

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ATIA - 19(1) ATIA - 21(1)(a) ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 19, 2019 11:00 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: FW: Waterfront Toronto seeks Balsillie's input
Attachments: WT seeks Balsillie's input G&M Oct 26.pdf; FW: Sidewalk Labs [redacted]

Glenn,

[redacted]

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Provided by NewsDesk http://www.infomedia.gc.ca/infrastructurecanada Fourni par InfoMédia

Published | Publié: 2018-10-26
Received | Reçu: 2018-10-26 03:33 (EST)

THE GLOBE AND MAIL

Globe and Mail | Report on Business | B5

Waterfront Toronto seeks Balsillie's input

Project chair says she's spoken with former RIM head, an outspoken critic of lakeshore plan, about his concerns

Josh O'kane

Waterfront Toronto is consulting one of its biggest critics as the development agency tries to ease concerns over the technologydriven neighbourhood it is developing with Google sister company Sidewalk Labs.

Helen Burstyn, chair of **Waterfront Toronto**, a corporation created by all three levels of government, said she has sought advice from Jim Balsillie, the former Research in Motion (now BlackBerry) co-chief executive and current chair of the Canadian Council of Innovators, which has accused the project of giving Canadians "glitzy images of pseudo-tech dystopia while foreign companies profit from the IP and data Canadian taxpayers fund and create."

A year ago, **Waterfront Toronto** revealed it had chosen Alphabet Inc.-owned urban-planning company Sidewalk Labs as its "funding and innovation partner" to explore developing a 12-acre piece of land on the city's lakeshore dubbed **Quayside**. New Yorkbased Sidewalk brought with it a US$50-million commitment to develop a "master innovation and development plan" (MIDP) to rethink traditional city-building by approaching design and infrastructure from a digital perspective. Waterfront and Sidewalk have been holding public consultations and private meetings over the past 12 months to work out details for the development, and have said they will release the final plan by early 2019 for review, consultation, and eventually government approval.

But Ms. Burstyn said Waterfront will take as much as time as it needs to consider concerns flagged by critics, including Mr. Balsillie and members of its own Digital Strategy Advisory Panel, a group it formed in the spring to advise on technology and data plans for the project. Some members of the panel have criticized Waterfront for ceding too much control to Sidewalk Labs.

"When the time comes to make a decision, I want it to be a fully informed decision based on all the best advice we have," Ms. Burstyn said. She said the Waterfront board is considering extending the January or February deadline for completing the MIDP to later next year to allow for more time for review.

In the meantime, she said she has reached out to critics including Mr. Balsillie.

He told The Globe he was happy to share his expertise and his network of digital experts to help "reclaim the democratic space" that he felt Sidewalk had been encroaching upon.

Mr. Balsillie said he suggested that **Waterfront Toronto** "take steps to understand the irreversible consequences the current proposals will have not just on Torontonians but all Canadians.

Data has enormous economic and non-economic effects that spread seamlessly and data also controls who and what interacts with it."

"We had a good conversation and we agreed to stay in touch," Ms. Burstyn said of her exchange with Mr. Balsillie, who has previously lobbed criticisms at the Waterfront board. "And he's going to provide any insights and expertise he has - and that's considerable. ... What I don't find very useful is casting aspersions and publicly denigrating people who are doing good work."

Ms. Burstyn said she has also corresponded with former Ontario privacy commissioner Ann Cavoukian, who resigned as a paid consultant to Sidewalk Labs last Friday, to learn more about her concerns over data collection in the community, for which plans include rampant sensors such as pedestrian counters and air-quality monitors, pulling in reams of data on residents.

Last week, Sidewalk released a long-anticipated data-governance proposal, promising to strip identifying details about people from data at the point of collection, and to store that data in an independent trust that anyone would be able to access. While Sidewalk promised it would follow the framework, staff told Ms. Cavoukian they could not guarantee that third-party companies that may become involved in the project would follow the same principles for their own data collection.

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2019-02-19 14:50 (EST)

Ms. Burstyn said she told Ms. Cavoukian after her resignation that the board would be asking for data anonymization from all parties involved in the project.

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ATIA - 16(2)

Cariaga, Flordeliza (INFC)

From: Logue, Joelle (INFC)
Sent: February 20, 2019 12:41 PM
To: Tippins, Shawn (INFC)
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: FW: For IPI ADM review: WT lines for TRAN
Attachments: MEDIA LINES - IPI edits WT Quayside Sidewalk Labs Data Ownership and Pri.._.docx

Can you send us a link to the gcdocs location of the final please?

Joelle

(o) 613-941-0601 [redacted]

From: Tippins, Shawn (INFC)
Sent: February 20, 2019 12:20 PM
To: Baalbaki2, Fatima (INFC)
Cc: Proulx, Isabelle (INFC) ; Faraday-Smith, Nancy (INFC) ; INFC.O IPI.admo-BSMA.IPI O.INFC ; Zewede, Heywet (INFC)
Subject: RE: For IPI ADM review: WT lines for TRAN

Thanks Heywet! Fatima – just please note that the lines were approved with a small modification to one bullet. See highlighted portion for your reference in the attached.

From: Zewede, Heywet (INFC)
Sent: February 20, 2019 12:05 PM
To: Baalbaki2, Fatima (INFC) <fatima.baalbaki2@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Cc: Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: For IPI ADM review: WT lines for TRAN

Hi Fatima,

Please find the attached approved WT lines.

Apologies for the delay,
Heywet

From: Baalbaki2, Fatima (INFC)
Sent: February 20, 2019 11:28 AM
To: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Cc: Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>
Subject: RE: For IPI ADM review: WT lines for TRAN
Importance: High

Hi- Following up on my email below. Can we expect Glenn (or delegated) approval soon? This is for the TRAN binder and is time-sensitive.
Thank you.

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Fatima

Fatima Baalbaki
Senior Communications Advisor|Conseillère principale en communications
Advisory Services, Communications Directorate | Services consultatifs, Direction des Communications
Infrastructure Canada
Government of Canada | Gouvernement du Canada
11-123, 180 Kent St. Ottawa, ON K1P 0B6 | 11-123 180, rue Kent, Ottawa, ON K1P 0B6
Fatima.Baalbaki2@canada.ca |O: 613- 957-4098 | [redacted]

From: Baalbaki2, Fatima (INFC)
Sent: February 19, 2019 4:41 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>
Cc: Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Proulx, Isabelle (INFC) <isabelle.proulx@canada.ca>; Ladouceur3, Natalie (INFC) <natalie.ladouceur3@canada.ca>; Logue, Joelle (INFC) <joelle.logue@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>
Subject: For IPI ADM review: WT lines for TRAN

Hi,

For ADM approval, please find attached updated lines on Waterfront Toronto in light on recent media coverage. These will be part of the TRAN material.

Approval by 10am tomorrow would be appreciated.

Thank you.

Fatima

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MEDIA LINES
WATERFRONT TORONTO
QUAYSIDE PROJECT AND SIDEWALK LABS

TOPIC

The Government of Canada's role in Waterfront Toronto's Quayside project/Sidewalk Toronto.

MEDIA LINES

- The Government of Canada supports Waterfront Toronto's vision to develop sustainable communities, increase the supply of affordable housing, expand public transit and increase economic competitiveness.

- The Government has partnered with the City of Toronto and the Province of Ontario to invest in the second phase of revitalizing Toronto's eastern waterfront, including flood protecting the Port Lands.

- The Quayside project proposal under development is about exploring new ways to look at addressing pressing urban issues and priorities.

- Waterfront Toronto is managing the Quayside project and has partnered with Sidewalk Labs to develop a Master Innovation and Development Plan for the Quayside site.

Development Plan

- Infrastructure Canada and other government partners stand ready to review the draft development plan once it is made available to governments.

- The Government looks forward to seeing how this innovative project would unfold in a manner that upholds Canada's privacy laws and fosters public trust.

- The plan will be subject to broad public consultation and expert scrutiny prior to any decisions being taken regarding adoption or implementation.

- Any proposals brought forward as part of a final Quayside development plan will be subject to approvals by government partners.

Privacy

- Canadians benefit from privacy protections that are strong and flexible.

- Canadian privacy law generally requires that organizations obtain the consent of individuals for the collection, use or disclosure of their personal information.

- Organizations are also required under law to safeguard personal information appropriately, and provide individuals with access to their information.

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- Proper respect for privacy rights is central to ensuring the success of innovative projects like Quayside.

Data Governance

- Strong data governance is central for ensuring that organizations are collecting data in a transparent manner and that the data supports public policy interests.

Quayside – Ontario Auditor General Report

- The Government of Canada will work with other partners to ensure Waterfront Toronto continues to be effectively and responsibly managed and governed.

BACKGROUND

On October 16, 2017, Waterfront Toronto's Board of Directors endorsed the selection of Alphabet subsidiary, Sidewalk Labs, as the preferred proponent to move forward as the Innovation and Funding Partner for the Quayside Project, which will create a new community that will serve as the pilot project to test the vision and desired outcomes for the eastern waterfront. This would encompass a mixed-use of 'smart' community concepts, innovative building techniques and connectivity to build a climate positive city "from the Internet up".

On April 18, 2018, Waterfront Toronto announced the formation of a Digital Strategy Advisory Panel (DSAP), an arms-length body intended to help guide Waterfront Toronto on how best to incorporate data privacy, digital systems, and the safe and ethical use of new technologies in the next phase of waterfront revitalization.

On October 17, 2018, Sidewalk Labs shared its Digital Governance Proposals with Waterfront Toronto, and was presented to the Digital Strategy Advisory Panel. The four key components of a framework for digital governance that Sidewalk Labs is proposing for Quayside include: responsible data use guidelines; civic data trust; a responsible data impact assessment; and open standards.

Sidewalk is currently developing a Master Innovation and Development Plan (MIDP) for Quayside, with a public consultation draft anticipated for release in spring 2019 and a final version submitted for the Waterfront Toronto Board of Directors' consideration for endorsement in fall 2019. However, an internal Sidewalk Labs presentation on the business case to be included in the draft MIDP was recently leaked to media. It revealed the company's interest in staking claim to municipal developer fees and taxes in exchange for funding waterfront public transit and developing infrastructure well beyond the Quayside acreage. It also referenced "weekly briefings" with officials from the three levels of government, which no government partner has substantiated. These revelations have garnered significant public attention and scrutiny about the transparency of the company's planning process and scope of development it may be seeking. Government partners have generally focused their response by emphasizing that the MIDP is just a plan and any final proposals will need to come forward for approval at the appropriate government level(s).

The federal government is not a party to Waterfront Toronto's agreement with Sidewalk Labs. The federal interest in Waterfront Toronto's engagement with Sidewalk Labs is to monitor and

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understand how activities may inform broader government policy and actions, including with respect to infrastructure financing and data governance issues tied to connectivity.

Ontario Auditor General's Report

The Office of the Auditor General of Ontario concluded a value-for-money audit of the Waterfront Toronto, looking into the use of public funds since the inception of the Corporation. The Report was made public on December 5, 2018. The audit makes ten recommendations, four of which are directed at the Ontario Ministry of Infrastructure "in conjunction with its government partners," and the remainder directed at Waterfront Toronto's management.

The recommendations focus mostly on making continuous improvements to Waterfront Toronto's project management; improving government oversight of Waterfront Toronto, including setting performance measures for the corporation; and on ensuring that Waterfront Toronto has the necessary authorities to carry-out its mandate. Infrastructure Canada officials are working with other partners to ensure Waterfront Toronto continues to be effectively and responsibly managed and governed.

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ATIA - 19(1) ATIA - 21(1)(a) ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 20, 2019 2:49 PM
To: Eyre, Jennifer (INFC)
Cc: Campbell, Glenn (INFC); Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: [redacted]
Attachments: FW: Sidewalk Labs [redacted] WT seeks Balsillie's input G&M Oct 26.pdf

Hi Jennifer,

[redacted]

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Let me know if there's anything further I can do.
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

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Published | Publié: 2018-10-26
Received | Reçu: 2018-10-26 03:33 (EST)

THE GLOBE AND MAIL

Globe and Mail | Report on Business | B5

Waterfront Toronto seeks Balsillie's input

Project chair says she's spoken with former RIM head, an outspoken critic of lakeshore plan, about his concerns

Josh O'kane

Waterfront Toronto is consulting one of its biggest critics as the development agency tries to ease concerns over the technologydriven neighbourhood it is developing with Google sister company Sidewalk Labs.

Helen Burstyn, chair of **Waterfront Toronto**, a corporation created by all three levels of government, said she has sought advice from Jim Balsillie, the former Research in Motion (now BlackBerry) co-chief executive and current chair of the Canadian Council of Innovators, which has accused the project of giving Canadians "glitzy images of pseudo-tech dystopia while foreign companies profit from the IP and data Canadian taxpayers fund and create."

A year ago, **Waterfront Toronto** revealed it had chosen Alphabet Inc.-owned urban-planning company Sidewalk Labs as its "funding and innovation partner" to explore developing a 12-acre piece of land on the city's lakeshore dubbed **Quayside**. New Yorkbased Sidewalk brought with it a US$50-million commitment to develop a "master innovation and development plan" (MIDP) to rethink traditional city-building by approaching design and infrastructure from a digital perspective. Waterfront and Sidewalk have been holding public consultations and private meetings over the past 12 months to work out details for the development, and have said they will release the final plan by early 2019 for review, consultation, and eventually government approval.

But Ms. Burstyn said Waterfront will take as much as time as it needs to consider concerns flagged by critics, including Mr. Balsillie and members of its own Digital Strategy Advisory Panel, a group it formed in the spring to advise on technology and data plans for the project. Some members of the panel have criticized Waterfront for ceding too much control to Sidewalk Labs.

"When the time comes to make a decision, I want it to be a fully informed decision based on all the best advice we have," Ms. Burstyn said. She said the Waterfront board is considering extending the January or February deadline for completing the MIDP to later next year to allow for more time for review.

In the meantime, she said she has reached out to critics including Mr. Balsillie.

He told The Globe he was happy to share his expertise and his network of digital experts to help "reclaim the democratic space" that he felt Sidewalk had been encroaching upon.

Mr. Balsillie said he suggested that **Waterfront Toronto** "take steps to understand the irreversible consequences the current proposals will have not just on Torontonians but all Canadians.

Data has enormous economic and non-economic effects that spread seamlessly and data also controls who and what interacts with it."

"We had a good conversation and we agreed to stay in touch," Ms. Burstyn said of her exchange with Mr. Balsillie, who has previously lobbed criticisms at the Waterfront board. "And he's going to provide any insights and expertise he has - and that's considerable. ... What I don't find very useful is casting aspersions and publicly denigrating people who are doing good work."

Ms. Burstyn said she has also corresponded with former Ontario privacy commissioner Ann Cavoukian, who resigned as a paid consultant to Sidewalk Labs last Friday, to learn more about her concerns over data collection in the community, for which plans include rampant sensors such as pedestrian counters and air-quality monitors, pulling in reams of data on residents.

Last week, Sidewalk released a long-anticipated data-governance proposal, promising to strip identifying details about people from data at the point of collection, and to store that data in an independent trust that anyone would be able to access. While Sidewalk promised it would follow the framework, staff told Ms. Cavoukian they could not guarantee that third-party companies that may become involved in the project would follow the same principles for their own data collection.

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2019-02-19 14:50 (EST)

Ms. Burstyn said she told Ms. Cavoukian after her resignation that the board would be asking for data anonymization from all parties involved in the project.

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>
Sent: February 22, 2019 5:22 AM
To: Faraday-Smith, Nancy (INFC); David Stonehouse
Cc: Tippins, Shawn (INFC)
Subject: RE: Re-cap of today's ETHI Cttee.

Thanks! Highly appreciated!
Wendy

Sent with BlackBerry Work
(www.blackberry.com)

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Date: Thursday, Feb 21, 2019, 9:33 PM
To: David Stonehouse <David.Stonehouse@toronto.ca>, Ren, Wendy (MOI) <Wendy.Ren@ontario.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Fw: Re-cap of today's ETHI Cttee.

[redacted]

Sent from my BlackBerry 10 smartphone on the Rogers network.
Original Message
From: Tippins, Shawn (INFC)
Sent: Thursday, February 21, 2019 9:09 PM
To: Faraday-Smith, Nancy (INFC); Campbell, Glenn (INFC)
Subject: Re-cap of today's ETHI Cttee.

Hi -

[redacted]

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[redacted]

I encourage you to watch the video if you didn't get a chance to see the proceedings live. [redacted]

https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fparlvu.parl.gc.ca%2FXRender%2Fen%2FPowerBrowser%2FPowerBrowserV2%2F20190221%2F-1%2F31085%3FLanguage%3DEnglish%26Stream%3DVideo%26useragent%3DMozilla%2F5.0&data=02%7C01%7CWendy.Ren%40ontario.ca%7C36e5e67ae1dd4e97bdad08d6986e13a3%7Cddc1229ac2a4b97b78a0e5cacb5865c%7C0%7C0%7C636863995874145127&sdata=D7oBAvWIBcx9EBAPg0uOdkLxBv6V%2FhbzsNLqOcDCllo%3D&reserved=0

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 22, 2019 8:37 AM
To: 'Edward Chalupka'
Subject: RE: MIDP deep dive

thx

From: Edward Chalupka [mailto[redacted]@waterfrontoronto.ca]
Sent: February 22, 2019 8:14 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: Re: MIDP deep dive

11 am.

Get Outlook for Android

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Friday, February 22, 2019 7:53:10 AM
To: Edward Chalupka
Subject: MIDP deep dive

Good morning. Just wondering if you could confirm what time we're getting underway this a.m. Thanks.

Sent from my BlackBerry 10 smartphone on the Rogers network.

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Cariaga, Flordeliza (INFC)

From:	Faraday-Smith, Nancy (INFC)
Sent:	February 22, 2019 11:43 AM
To:	Campbell, Glenn (INFC)
Subject:	Executive Update on Vol 3.pdf
Attachments:	Executive Update on Vol 3

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Pages 403 to 416
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act*

****

Les pages 403 à 416
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information

ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 22, 2019 1:27 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Subject: MIDP - Financial and Economics

For our collective future reference

MIDP - Financial and Economics

February 22, 2019
11:23 AM

[redacted]

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Pages 418 to 419
are withheld
pursuant to paragraphs
21(1)(a) and 21(1)(b)
of the *Access to Information Act*

****

Les pages 418 à 419
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
21(1)(a) et 21(1)(b)
de la loi sur l'accès à l'information

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 24, 2019 1:49 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC)
Subject: Re: debrief - need one for Kelly

OK.

Haven't heard one way or the other about DD meeting. I can ask DMO

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Sunday, February 24, 2019 12:22 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC)
Subject: Re: debrief - need one for Kelly

[redacted]

Is the Doctoroff meeting still happening tomorrow? Can't recall the timing

Glenn Campbell
[redacted]
613 941 0722 (w)

From: Faraday-Smith, Nancy (INFC)
Sent: Saturday, February 23, 2019 10:46 AM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC)
Subject: RE: debrief - need one for Kelly

Glenn -

Further to your email, below is a draft summary of Friday's MIDP deep-dive meeting between tri-government partners and Waterfront (Meg Davis/Kristina Verner) and, later, including Sidewalk (Josh Sirefman, SWL Head of Development).

[redacted]

Main highlights

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[redacted]

From: Campbell, Glenn (INFC)
Sent: February 22, 2019 9:35 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: debrief - need one for Kelly

[redacted]

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[redacted]

Glenn Campbell
Assistant Deputy Minister
Investment, Partnerships and Innovation
Infrastructure Canada
427 Laurier, 10th floor, Ottawa
613 941-0722
Glenn.campbell@canada.ca

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Cariaga, Flordeliza (INFC)

From:	Tippins, Shawn (INFC)
Sent:	February 25, 2019 9:50 AM
To:	Tippins, Shawn (INFC)
Subject:	FEB14-SWTO-Business-Case-Overview.pdf
Attachments:	FEB14-SWTO-Business-Case-Overview.pdf

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Key Objectives

This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.

SIDEWALK LABS

Waterfront Toronto, the three levels of government, and Sidewalk Labs have certain objectives that must be aligned in order to unlock the Eastern Waterfront and enable the city to realize the area's untapped potential.



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What We've Heard: Policy Objectives

- **Strong economic growth and thousands of new jobs** while protecting existing industries in the Eastern Waterfront, including film
- **Substantial increase** in affordable housing
- **A series of other public policy outcomes** to address certain urban challenges, including sustainability and congestion

What We've Heard: Deal Objectives

- **Build off success**—prove the model
- **Adequate government control** to ensure the best outcomes for citizens
- **Ensure the local development community** plays a prominent role in developing the Eastern Waterfront
- **Appropriate standard** for data and privacy

Sidewalk Labs Objectives

- **Sufficient scale** to achieve its objectives and prove the ability of its approach to positively impact urban quality of life
- **Adequate return** on its investment

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What Sidewalk Can Uniquely Bring

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SIDEWALK LABS

Sidewalk was formed to function at the intersection of urban planning, technology, and policy. The team we have brought together and the operating model we have developed reflect a unique set of capabilities.

Approach to Innovation, incorporating both physical planning and a technology roadmap, that includes a series of key innovations and technologies while creating the conditions for others to build on

Investment in Economic Development including the catalytic impact of Google jobs, and support for an urban innovation cluster

Patient Capital that has a different return profile and objectives than both traditional real estate and traditional venture investing, enabling more robust R&D than typical urban development

Innovative Infrastructure Financing that fills a gap in the capital markets, and creates a path for infrastructure delivery that both proceeds at a rapid pace and achieves ambitious sustainability and quality of life goals



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Sidewalk as Catalyst

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Sidewalk Labs aims to fill gaps that the public and private sectors are currently unable to fulfill themselves, to help deliver a series of outcomes that meet the shared objectives of all stakeholders. This reflects the feedback we have received from stakeholders in Toronto—to act as catalyst and do the minimum amount necessary for the project to flourish while creating the conditions for others to build on.

SIDEWALK LABS

Innovation Proofs of Concept on a new set of programmatic opportunities and technologies, including buildings, by taking the initial risks that run counter to current market forces.

A New Economic Engine for Toronto catalyzed by a commitment of Google Jobs and the seed funding for an Urban Innovation Institute, that becomes the home of a global cluster in urban innovation.

A New Standard for Affordable Housing that serves the need of a more diverse set of residents and enables more inclusive mixed-use communities.

A New Standard for Data and Privacy including the establishment of an independent Civic Data Trust, which we hope will serve as model of urban innovation around the world.

Enabling Infrastructure including LRT and next generation district utility systems, spurring outsized impact on quality of life, accelerating development, and creating more robust economic growth.

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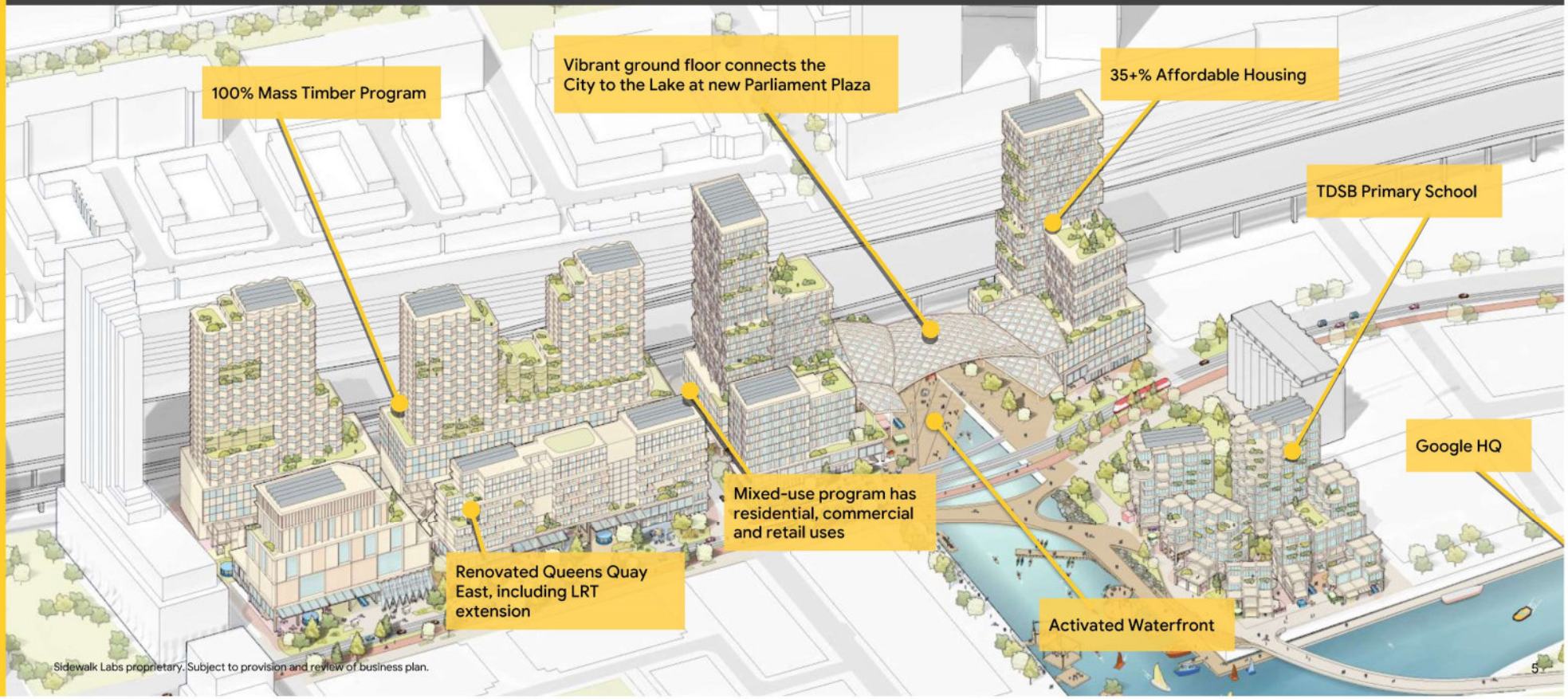
FEBRUARY 2019 | PROJECT UPDATE

New Approaches to Urban Development

Quayside will be the beginning of a new approach to urban development on Toronto's Eastern Waterfront that sets a new standard for urban development in the 21st century.

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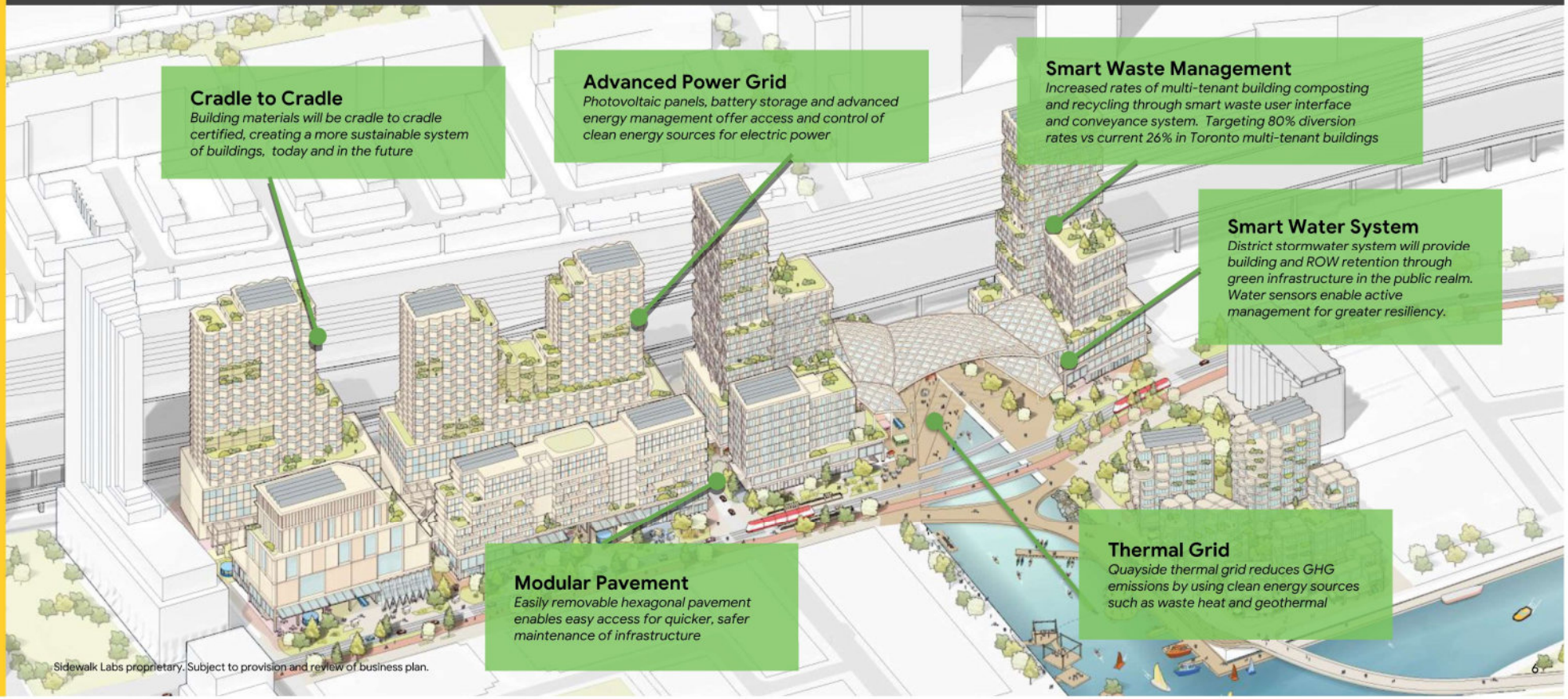
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Starting the Path to Climate Positive

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SIDEWALK LABS

At Quayside, Sidewalk Labs will invest in a series of innovations that drastically reduce the level greenhouse gas (GHG) emissions, enable smarter management of resources, and reduce the cost of future upgrade and maintenance to the system.



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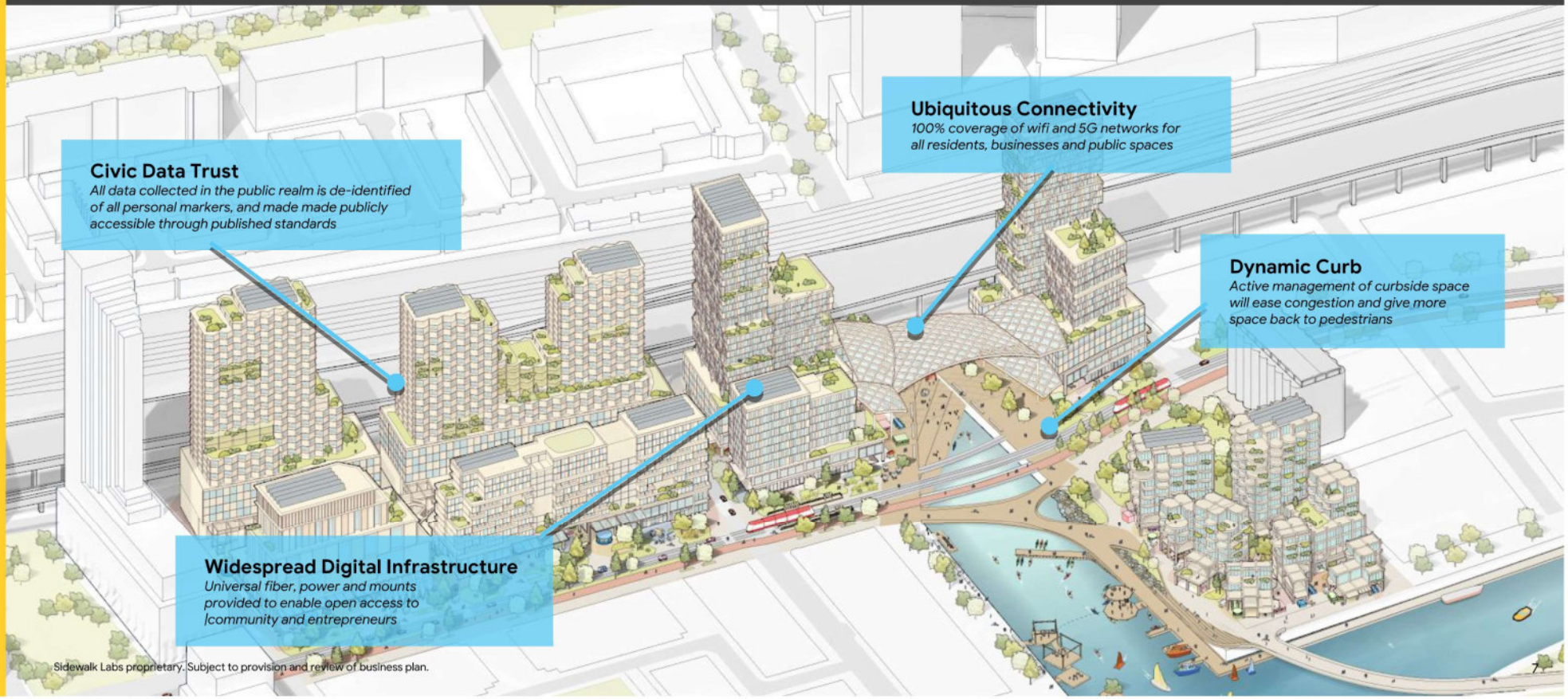
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Piloting Digital Innovations

Quayside will be a fully connected neighbourhood and a testbed for digital innovations within Sidewalk Toronto's responsible data use framework.

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SIDEWALK LABS



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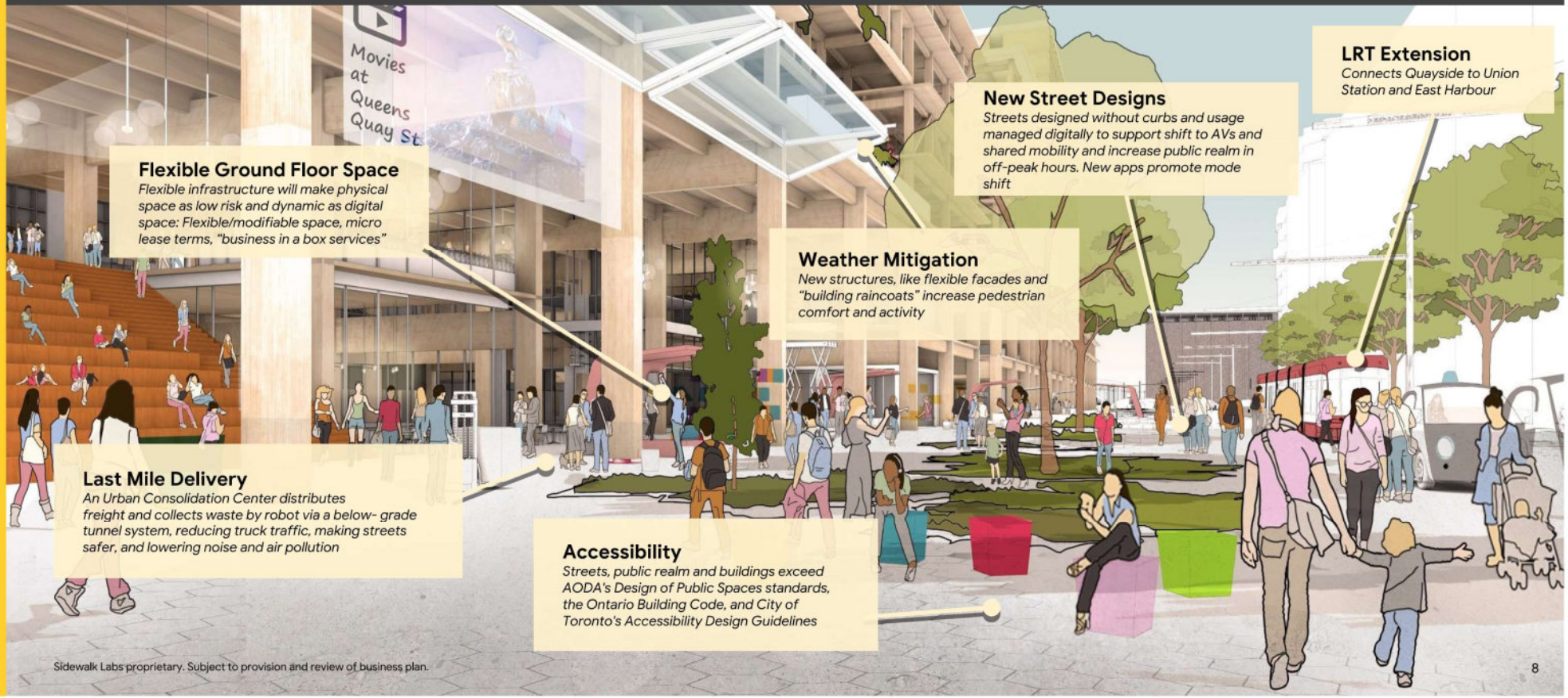
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Testing New Mobility & Enhanced Public Space

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SIDEWALK LABS

Innovations in mobility management and building systems, combined with great urban design will create porous ground floor space that breaks down barriers between different uses and prioritizes the pedestrian experience.



Flexible Ground Floor Space
Flexible infrastructure will make physical space as low risk and dynamic as digital space: Flexible/modifiable space, micro lease terms, "business in a box services"

New Street Designs
Streets designed without curbs and usage managed digitally to support shift to AVs and shared mobility and increase public realm in off-peak hours. New apps promote mode shift

LRT Extension
Connects Quayside to Union Station and East Harbour

Weather Mitigation
New structures, like flexible facades and "building raincoats" increase pedestrian comfort and activity

Last Mile Delivery
An Urban Consolidation Center distributes freight and collects waste by robot via a below- grade tunnel system, reducing truck traffic, making streets safer, and lowering noise and air pollution

Accessibility
Streets, public realm and buildings exceed AODA's Design of Public Spaces standards, the Ontario Building Code, and City of Toronto's Accessibility Design Guidelines

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A New Economic Engine for Toronto

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SIDEWALK LABS

We believe the project can make Toronto the global hub in the field of urban innovation, catalyzing thousands of new jobs and generating billions in investment.

Economic growth within the project geography, and Toronto more broadly, would be driven by a series of key components:

- **Significant increase in Google jobs over 10 years in the Eastern Waterfront as an initial catalyst**
- **An Urban Innovation Institute,** leveraging the unique physical and digital infrastructure in Sidewalk Toronto to do cutting edge research, incubate new startups, and cultivate the next generation of urban innovators, would be a second catalyst. Sidewalk is prepared to make an initial seed investment to create the Institute.
- Together these two catalysts will spark a **cluster in urban innovation,** drawing entrepreneurs and companies from around the world to the laboratory on Toronto's Eastern Waterfront
  - ***EXAMPLE:* Sidewalk's commitment to Mass Timber** would accelerate step-change growth in the forestry, design and timber manufacturing industries
  - ***EXAMPLE:* Sidewalk's unique approach to ground floor space,** a flexible building system we call "Stoa", would enable a unique range of ground floor uses that encourage small business and entrepreneurship growth within mixed-use neighbourhoods

—

- **Sidewalk has commissioned an independent third party, UrbanMetrics, to complete an Economic Impact Report on the Sidewalk Toronto Project,** which will include estimates for job creation, both construction and ongoing investment, GDP growth, and incremental city revenues. We look forward to sharing that report upon its completion.



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Google Canadian HQ

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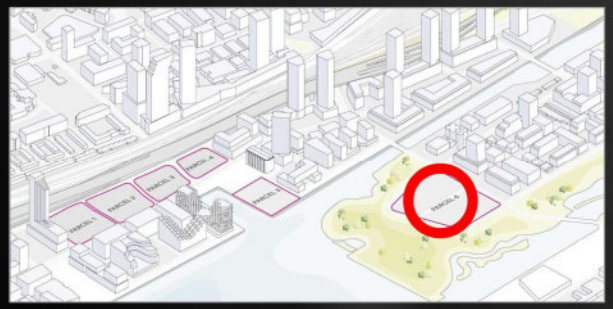
SIDEWALK LABS

An new economic cluster on the Eastern Waterfront would be anchored by a significant commitment of Google jobs located at a campus on Villiers Island.

We have explored a series of design options for a Google Campus, including an approximately 1.5M–2M SF location on the western side of Villiers Island, located on a planned LRT stop.

This campus would have seats for a significant increase of Google jobs.

Within a brand new campus we imagine including a 600K–1M SF headquarters, integrated with a mix of other uses and amenities (commercial partners, retail, education, non-profit).





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A New Standard for Affordable Housing

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SIDEWALK LABS

Our targets for affordable housing on Quayside and Villiers West would increase the provision of affordable housing by almost 4x compared to usual waterfront development in Toronto, and serve a much broader portion of the population.

More Affordable

40% Below Market Housing

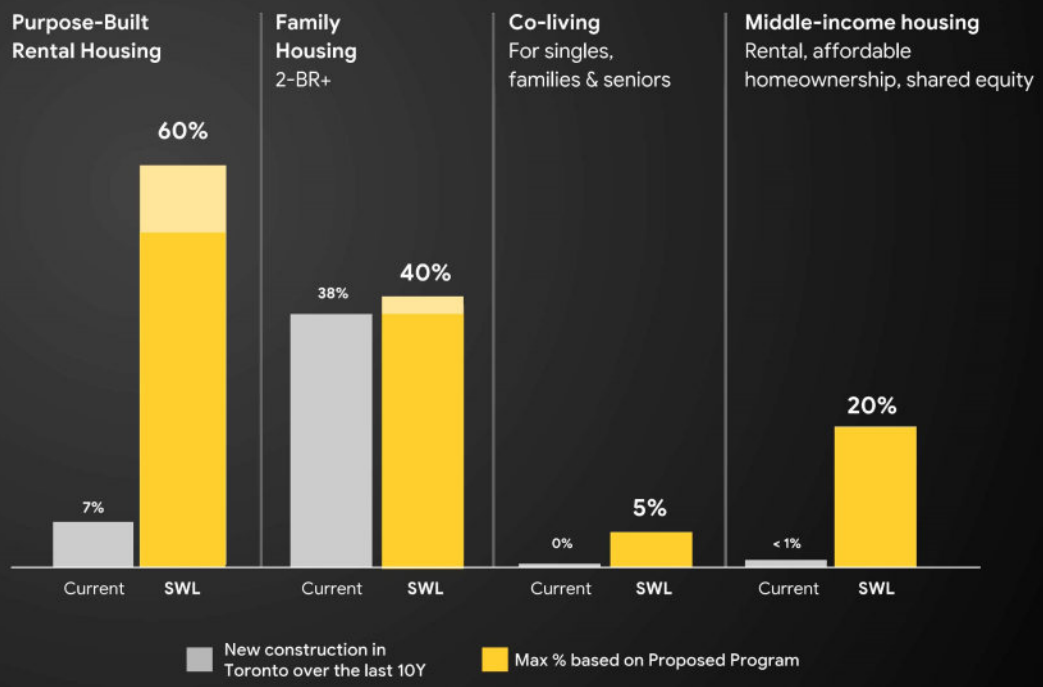
20%
affordable
Including 5% deep affordability

Up to
20%
middle income
Including up to 15% affordable rental and 5% shared equity

COMPARE TO
8% of total Toronto housing stock as affordable and social housing

COMPARE TO
<1% of total Toronto housing stock as affordable homeownership today

More Options



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A New Standard for Data and Privacy

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SIDEWALK LABS

Data can play a role in improving the day-to-day operation of the neighbourhood, leading to a more sustainable, accessible and responsible place to live. Sidewalk Labs will receive no special treatment and will not sell personal information or use it for advertising purposes.

Civic Data Trust

An independent entity to control, manage, and make publicly accessible all data that could reasonably be considered a public asset, and a set of rules that would apply to all entities operating in Quayside, including Sidewalk Labs.

RDUA

Responsible Data Use Assessment

Publicly auditable assessment for all public and private digital services required before data is collected and used.

A New Global Standard for the Use of Urban Data

Sidewalk's proposed approach to digital governance in Quayside will demonstrate to Toronto, Canada, and the rest of the world that cities do not need to sacrifice their values of inclusion and privacy for opportunity in the digital age.

Open Standards

Sidewalk will base its technology on open standards, making it easy for others to build and connect new services, offer competitive alternatives, and drive innovation.

RDU Guidelines

Responsible Data Use Guidelines

Application of the guidelines to all parties in Quayside, not just Sidewalk Labs, to put personal privacy and the public good first, while fostering innovation.

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Quayside in Context

The economic and conceptual viability of many elements of the Quayside site plan may only be possible at a larger scale.

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Thinking at Scale

- From the RFP through the PDA, Waterfront Toronto has always sought solutions to address how we can maximize the impact of the shared objectives of the City, Province, Waterfront Toronto, and Sidewalk Labs, and we have responded as such.
- We believe that while Quayside will be an impactful starting point, scale actually plays a significant role because:
    - The impact of each individual innovation increases (for example, additional affordable housing, greater synergies in cutting carbon emissions, greater ability to reduce car trips, greater catalyzation of the tall timber industry)
    - Greater scale than 12 acres is likely needed given the initial investment in prototypes at Quayside
    - Holistic thinking is what can accelerate the provision of infrastructure on the Eastern Waterfront, and more quickly unlock the value of the Port Lands envisioned in the Port Lands Planning Framework
- Scale means different things for different outcomes and investments.

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Impacts that Can Only Be Achieved with Scale

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The impact of Individual systems increases exponentially as the scale of the project increases.

Buildings	Mobility	Active Ground Floor	Sustainability	Freight
				
Meaningful reductions in costs (critical to achieving aggressive housing affordability savings) using factory-built timber buildings only works at scale.	AVs only work at scale, enabling the achievement of mobility-as-a-service and lower family transportation costs	Retail model enabling a much more dynamic retail environment and opportunity for small business built on Stoa and new building typologies only works at scale.	Achieving climate positive and building savings in energy costs with the thermal grid only are achieved at scale.	Business model for an Urban Consolidation Center and freight tunnels works at scale

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Transaction Principles

In designing a conceptual framework for an overarching transaction, Sidewalk Labs has followed a set of principles designed to meet all parties' objectives.

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Transaction Principles

- Design a "win-win" structure in which the economic incentives for government and Sidewalk are aligned and transparent
- Ensure that experimentation and prototyping remain core to the project, while protecting government and the public from unreasonable downside risk
- Limit Sidewalk's role to the minimum amount necessary needed for the project to achieve its objectives to the fullest, and ensure third-party participation— particularly in real estate development
- Create a structure that enables Sidewalk to shoulder the burden of upfront risk, and be compensated in later stages
- Whenever possible, create discrete deal components in order to simplify and de-risk the transaction
- Whenever possible, utilize financing and implementation mechanisms based on precedents that have been validated previously, particularly in Toronto
- Incorporate stage gates and specific metrics for accountability

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An IDEA District on the Eastern Waterfront

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The City of Toronto would create an "Innovative Development and Economic Activation District" —an IDEA District— corresponding to the project geography, to create the governance necessary to implement the Project. Waterfront Toronto would be the administrator of this district.

The IDEA District would leverage the combination of three elements to deliver on the project's public policy objectives:

1. A newly empowered Waterfront Toronto in an oversight and administrative role
   - Defined mission to promote innovation and development within the geography, and the mandate to oversee and steer key real estate, infrastructure, and technology decisions.
   - To be effective, this administrator must be accountable to the public; receive well-defined powers over development activity and the deployment of infrastructure within the jurisdiction; and engage seamlessly with other government agencies.

2. A custom set of regulatory, and policy tools—"An Innovation Framework"
   - A set of regulatory and policy tools (across categories like mobility, sustainability, housing, buildings) designed to foster the necessary conditions for delivering on the promise of the MIDP and using its success as a catalyst for spurring economic growth throughout the waterfront
   - 3 categories of reforms: (1) targeted relief from requirements (e.g., reduce parking requirements); (2) enhanced requirements for new developments (e.g., on-going performance targets related to carbon emissions); (3) legal authorization for management entities (e.g., a non-profit public realm management entity)

3. A special set of financing tools that enable the project to leverage its own value for implementation.
   - Financing tools could address project value created through development charges, incremental property tax, and increased land value

All three levels of government would determine the contours of the IDEA District in the course of its establishment.

As Innovation and Funding Partner to Waterfront Toronto, Sidewalk Labs would assist in achieving ambitious policy goals and accelerate development throughout the IDEA District.

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (Summary)

As Innovation and Funding Partner, Sidewalk Labs' role—and corresponding business models—is best summarized in discrete components:

1. Planning Partner
2. Real Estate Research and Development
3. Real Estate Economic Development Catalyst
4. Infrastructure Financing
5. Horizontal Development Partner
6. Advanced Infrastructure Facilitator
7. Technology Deployment
8. Investments in Economic Development
9. Value Sharing

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PROJECT SCOPE

Phase 1 (Quayside)

- 12 acres
- 3M SF
- ~5,000 residents (3,000 units of housing)
- ~3,900 jobs "on site"

Phase 1+2 (Complete Project)

- 190 acres
- 35M SF
- ~50,000 residents (33,000 units of housing)
- ~45,000 jobs "on-site"

IDEA District

SWL executes horizontal and real estate development

SWL facilitates horizontal infrastructure only

SWL facilitates the Phase 1 LRT extension

***Note**: In total, Sidewalk Labs proposed to complete ~5M SF of real estate development, only ~15% of the total project*

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (1 of 4)

Role		Description	Business Model
1	**Planning Partner**	In this role, Sidewalk Labs would support Waterfront Toronto in its role as IDEA DIstrict Administrator during the planning phases for each neighbourhood. This would include collaboration on: • The overarching Innovation Framework and updates, Precinct Plans, Master Infrastructure Plans, guidelines for individual parcels and development agreements with third-party real estate developers	• Contractual relationship with Waterfront Toronto • Sidewalk Labs to receive payment for its advisory role
2	**Real Estate Research and Development**	In this role, Sidewalk Labs would develop, in partnership with local development entities, approximately 3.0M SF at **Quayside**. The explicit mission of this development would be to prototype innovations or programmatic decisions that would achieve WT's objectives, but, because they go against market pressures, would likely lead to a below market return. The current development plan includes approximately 3,000 units of housing (40% below market), room for 3,900 jobs, buildings entirely of tall timber, an expanded park network including the proposed Silo Park, a renovated Parliament Slip, and next generation infrastructure systems including: digital electricity, a thermal grid, and consolidated waste removal.	• Traditional real estate development economics • Land price to be negotiated with Waterfront Toronto • Profit-sharing with Waterfront Toronto if returns exceed certain threshold
3	**Real Estate Economic Development Catalyst**	In this role, Sidewalk Labs would develop, in partnership with local development entities, approximately 2.7M SF at **Villiers West,** relocating Google's Canadian HQ to the site. The explicit mission of this development would be to create outsized economic growth through the relocation of the Google HQ into a mixed-use, open campus with multiple corporate tenants.	• Traditional real estate development economics • Land price to be negotiated with WT / City • Profit-sharing with WT / City if returns exceed certain threshold

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (2 of 4)

Role		Description	Business Model
4	**Infrastructure Financing**	In this role, Sidewalk Labs would fill a critical financing gap needed to deliver the full suite of infrastructure systems necessary to develop Quayside and the Eastern Waterfront on an accelerated schedule and achieve Waterfront Toronto's sustainability objectives. Even beyond the in-progress $1.2B Don Mouth Naturalization Project flood protection, billions of additional investment in enabling infrastructure—LRT, plus systems like electricity, heating, water and sewage, road networks, and fiber, new parks and public space, and extensive environmental remediation—would be necessary for complete communities to grow on the waterfront. Were the status quo to proceed, this infrastructure would likely be implemented piecemeal and incrementally, as funding became available through either government allocations or as City Development Charges were realized in initial phases of Eastern Waterfront development. Sidewalk estimates that if Toronto were to create a "value-capture zone" in which Development Charges and incremental property taxes were reserved for this specific geography, it could generate **~$6B in value** from the Project to pay for necessary infrastructure over the next ~30 years. However, these traditional sources will not be available at the time needed to construct this infrastructure at the pace and scale required to deliver the outcomes WT desires, nor to achieve some of the more ambitious policy objectives. As such, Sidewalk Labs **will bridge this gap in two ways**: 1) Providing financing in advance of public funds being available for infrastructure projects like the LRT, parks, and utility systems. 2) Providing OPTIONAL "stapled financing" for Advanced Infrastructure systems that require innovative funding and operational models to achieve policy objectives	1) Sidewalk would be paid back on all equity commitments used to bridge the gap between the time funds were needed to begin construction and funds were available from the project A financing fee would be applied to these funds The funds used to pay back Sidewalk in this capacity would be either the Development Charges or Incremental Property Taxes allocated to fund the associated infrastructure project 2) Advanced Infrastructure Systems would be operated through third-party entities, often in partnership with current operators (like Toronto Hydro). Third-parties operators would be chosen by an open RFP process, and all respondents would have the OPTION of choosing to use Sidewalk Labs-provided funding as part of their approach. Sidewalk would receive contractual-based market economics if respondents elected to use this "stapled financing."

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (3 of 4)

Role		Description	Business Model
5	**Horizontal Development Partner**	In this role, Sidewalk Labs would support Waterfront Toronto in its role as IDEA DIstrict Administrator during the infrastructure implementation phases for each neighbourhood. This would include collaboration on: • Delivery of systems such as parks, utility systems, site preparation work Division of responsibilities between the two organizations generally fall to each organization's strengths. Waterfront Toronto would provide operational excellence in line with what it delivered in past projects—flood mitigation, West Don Lands, Bayside. Sidewalk Labs would provide design support, as well as manage the coordination of funding, and innovative project elements. **Note:** This role can be shaped to meet the needs of all parties. From Sidewalk's perspective, a critical issue is the ability to have influence over the timing and management of the delivery of projects for which Sidewalk Labs' "bridge" financing is directly funding	• Waterfront Toronto and Sidewalk Labs would split a traditional "Developer Fee" applied to the total infrastructure cost, split in proportion to the allocation of responsibilities and associated resource requirements
6	**Advanced Infrastructure Facilitator**	In this role, Sidewalk Labs would conduct initial design work, craft the RFP process, and coordinate the implementation among each Advanced Infrastructure system to ensure adherence to the project's innovation objectives.	• Sidewalk Labs to be reimbursed for costs related to initial design work and managing the RFP process. • These costs will be allocated on a system by system basis and reimbursed by the operators selected for each system

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (4 of 4)

Role		Description	Business Model
7	**Technology Deployment**	In order to deliver on the project objectives, Sidewalk Labs would deploy a limited set of critical technologies. These technologies would be categorized as Purposeful Solutions, for which Sidewalk Labs and Waterfront Toronto would enter into agreements under predetermined and unique procurement and contractual rights.	• Rights to prototype, test, and deploy negotiated on an individual basis with WT or relevant agency • Value from IP created in "testbed" conditions shared with public entities
8	**Investments in Economic Development**	In order to capitalize on, and catalyze, the enormous economic potential inherent in the vision of the Project, Sidewalk Labs will invest in a series of economic development initiatives that will benefit both the project area and Toronto writ-large. Category 1 Investments: Google HQ; Urban Innovation Institute; Workforce Development Initiatives Category 2 Investments: Tall Timber Factory, Toronto-based Venture Fund	Category 1 *No specific, direct return to Sidewalk Labs* Category 2 *These investments have their own economics.*
9	**Value Sharing**	Because of the holistic value Sidewalk Labs is bringing to the project across the first 7 buckets on this chart, Sidewalk Labs would share in the incremental value created within the overall project geography through the disposition of publicly-held lands to third parties in the project geography. In particular, buckets 1,2,4,6, 7, and 8 reflect economic constructs for which Sidewalk Labs is deploying capital / resources at below market rates of return, and deferring any possible return on investment to the potential long-term value created through its partnership with WT.	When public land within the IDEA District is sold to third-party developers through a WT-managed public RFP process, the incremental value would be split in a TBD negotiated proportion between Government parties and Sidewalk Labs

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Project Concept

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PROJECT SCOPE:

Phase 1 (Quayside):

- 12 acres
- 3M SF
- ~5,000 residents (3,000 units of housing)
- ~3,900 jobs "on site"

Phase 1+2 (Complete Project):

- 190 acres
- 35M SF
- ~50,000 residents (33,000 units of housing)
- ~45,000 jobs "on-site"

IDEA District

SWL executes horizontal and real estate development

SWL facilitates horizontal infrastructure only

SWL facilitates the Phase 1 LRT extension

***Note**: In total, Sidewalk Labs proposed to complete ~5M SF of real estate development, less than 15% of the total project*

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Potential Phase 3 Expansion (Dual Option)

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In a potential Phase 3, the IDEA District would extend to south of the Ship Channel and there would be a mutual option for Toronto and Sidewalk Labs to deliver additional enabling infrastructure, including an extended LRT. The East Port and Film District have been excluded to protect existing uses.



PROJECT SCOPE:

Phase 3 (Port Lands South):

- 160 acres
- 15M SF
- ~25,000 residents (17,000 units of housing)
- ~25,000 jobs "on site"

Phase 1+2+3 (Extended Project):

- 350 acres
- 50M SF
- ~75,000 residents (50,000 units of housing)
- ~70,000 jobs "on-site"

Extended IDEA District

SWL executes horizontal and real estate development

SWL facilitates horizontal infrastructure only

SWL facilitates the Phase 1 LRT extension

SWL facilitates the Phase 2 LRT extension

Note: *Sidewalk Labs proposes no additional SWL real estate development in Phase 3*

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Ensuring Accountability: Milestones & Phasing

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As the project proceeds, we believe permission for the the IDEA District to expand should be rooted in the ability of the initial neighbourhoods to achieve stated objectives.

A potential construct to expand the zone for which the innovation guidelines apply within Phases 1+2 would be based on specific targets:

- Stage gates, included as part of an initial set of agreements, would set the parameters that would need to be achieved in order to expand the project geography. These could potentially include:
  - Number of units of below market housing
  - Delivery of key infrastructure components by a given date



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Cariaga, Flordeliza (INFC)

From:	infc.multifunctionprinter-imprimantemultifonction.infc@canada.ca
Sent:	February 25, 2019 9:52 AM
To:	Tippins, Shawn (INFC)
Subject:	Attached Image
Attachments:	0879_001.pdf

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Pages 450 to 459
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act*

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Les pages 450 à 459
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conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information

Cariaga, Flordeliza (INFC)

From:	infc.multifunctionprinter-imprimantemultifonction.infc@canada.ca
Sent:	February 25, 2019 9:57 AM
To:	Tippins, Shawn (INFC)
Subject:	Attached Image
Attachments:	0880_001.pdf

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of the *Access to Information Act*

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de la loi sur l'accès à l'information

ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: February 25, 2019 11:04 AM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: MIDP deep dive summary - Friday Feb 22nd
Attachments: FEB14-SWTO-Business-Case-Overview.pdf; WT Exec brieifing MIDP Vol III (2).pdf

Importance: High

Glenn,

Below is an updated summary of the deep dive meeting on Friday between tri-government partners and Waterfront (Meg Davis/Kristina Verner) and, later, including Sidewalk (Josh Sirefman, SWL Head of Development).

[redacted]

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Page 472
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Key Objectives

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Waterfront Toronto, the three levels of government, and Sidewalk Labs have certain objectives that must be aligned in order to unlock the Eastern Waterfront and enable the city to realize the area's untapped potential.



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What We've Heard: Policy Objectives

- **Strong economic growth and thousands of new jobs** while protecting existing industries in the Eastern Waterfront, including film
- **Substantial increase** in affordable housing
- **A series of other public policy outcomes** to address certain urban challenges, including sustainability and congestion

What We've Heard: Deal Objectives

- **Build off success**—prove the model
- **Adequate government control** to ensure the best outcomes for citizens
- **Ensure the local development community** plays a prominent role in developing the Eastern Waterfront
- **Appropriate standard** for data and privacy

Sidewalk Labs Objectives

- **Sufficient scale** to achieve its objectives and prove the ability of its approach to positively impact urban quality of life
- **Adequate return** on its investment

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What Sidewalk Can Uniquely Bring

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Sidewalk was formed to function at the intersection of urban planning, technology, and policy. The team we have brought together and the operating model we have developed reflect a unique set of capabilities.

Approach to Innovation, incorporating both physical planning and a technology roadmap, that includes a series of key innovations and technologies while creating the conditions for others to build on

Investment in Economic Development including the catalytic impact of Google jobs, and support for an urban innovation cluster

Patient Capital that has a different return profile and objectives than both traditional real estate and traditional venture investing, enabling more robust R&D than typical urban development

Innovative Infrastructure Financing that fills a gap in the capital markets, and creates a path for infrastructure delivery that both proceeds at a rapid pace and achieves ambitious sustainability and quality of life goals



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Sidewalk as Catalyst

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Sidewalk Labs aims to fill gaps that the public and private sectors are currently unable to fulfill themselves, to help deliver a series of outcomes that meet the shared objectives of all stakeholders. This reflects the feedback we have received from stakeholders in Toronto—to act as catalyst and do the minimum amount necessary for the project to flourish while creating the conditions for others to build on.

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Innovation Proofs of Concept on a new set of programmatic opportunities and technologies, including buildings, by taking the initial risks that run counter to current market forces.

A New Economic Engine for Toronto catalyzed by a commitment of Google Jobs and the seed funding for an Urban Innovation Institute, that becomes the home of a global cluster in urban innovation.

A New Standard for Affordable Housing that serves the need of a more diverse set of residents and enables more inclusive mixed-use communities.

A New Standard for Data and Privacy including the establishment of an independent Civic Data Trust, which we hope will serve as model of urban innovation around the world.

Enabling Infrastructure including LRT and next generation district utility systems, spurring outsized impact on quality of life, accelerating development, and creating more robust economic growth.

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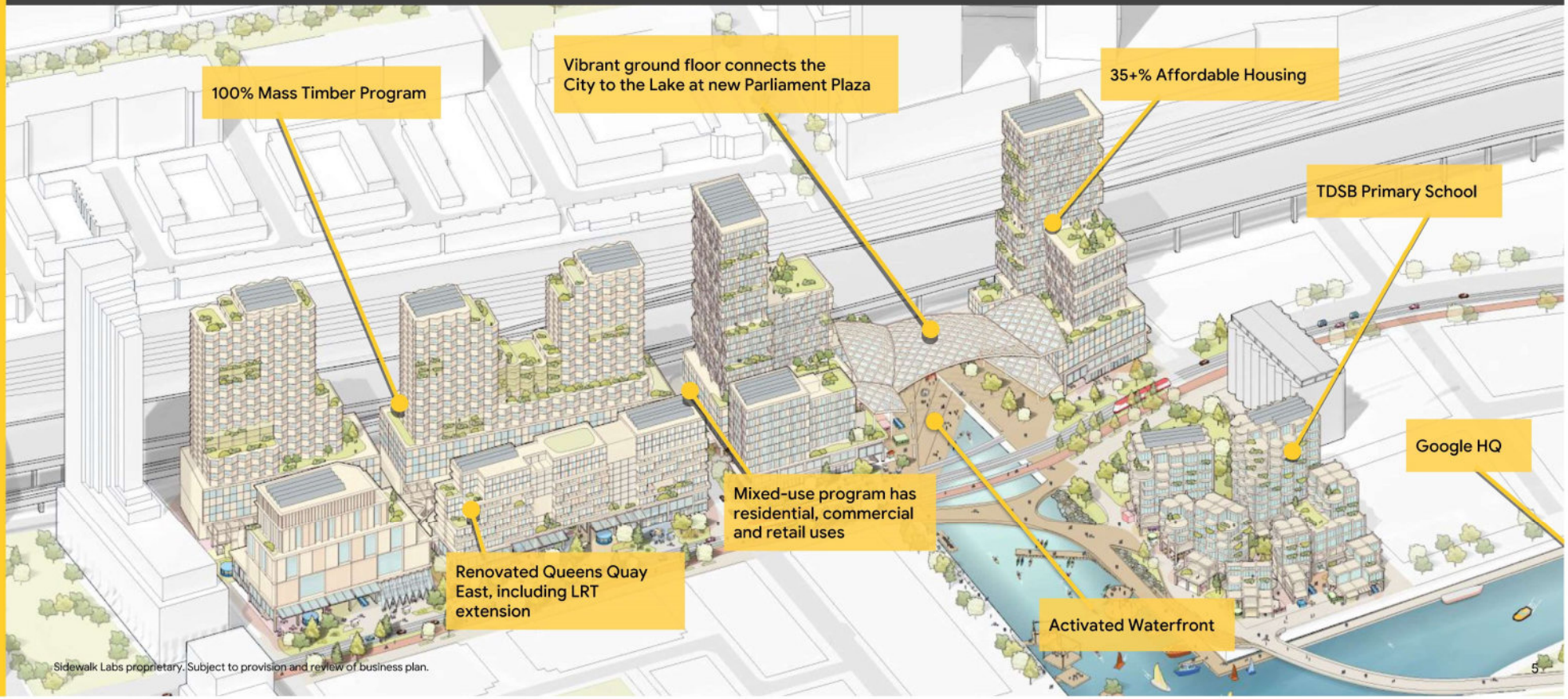
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New Approaches to Urban Development

Quayside will be the beginning of a new approach to urban development on Toronto's Eastern Waterfront that sets a new standard for urban development in the 21st century.

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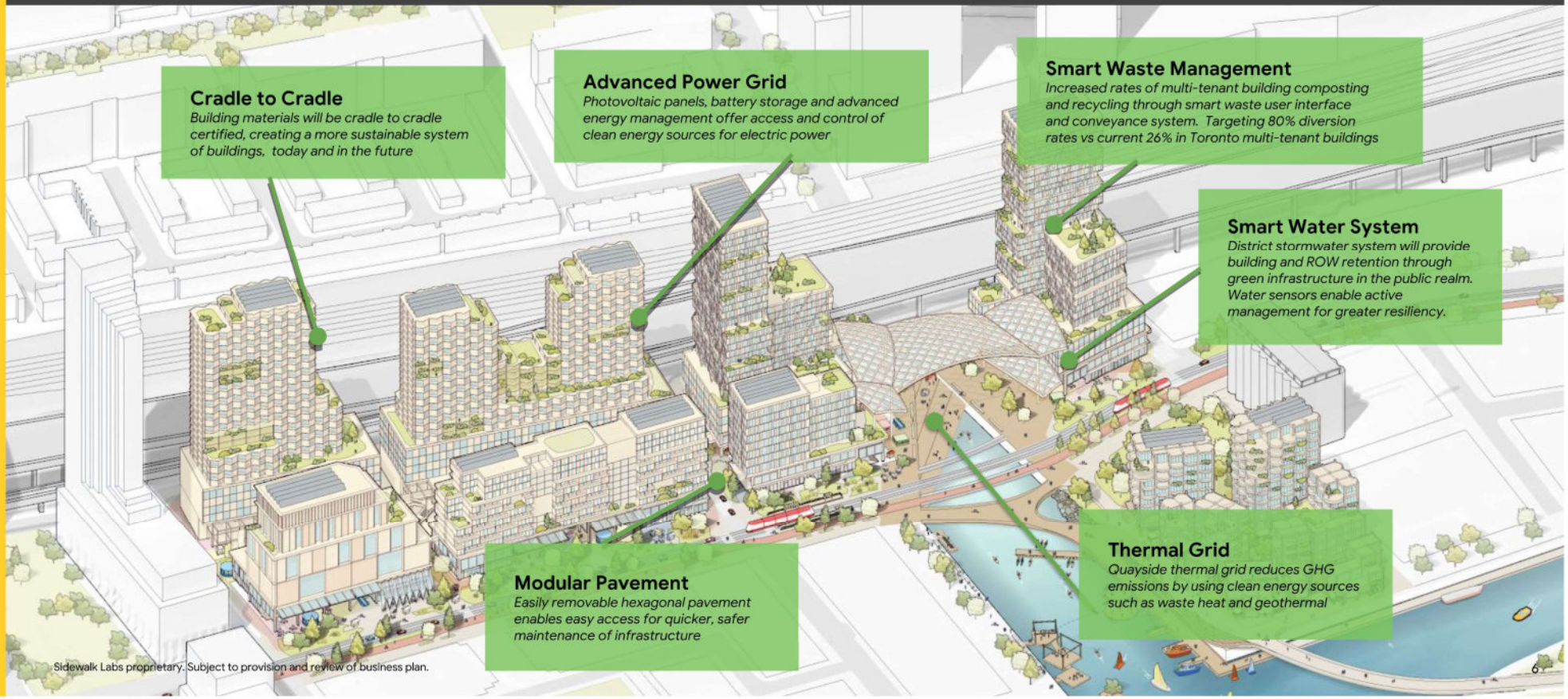
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Starting the Path to Climate Positive

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At Quayside, Sidewalk Labs will invest in a series of innovations that drastically reduce the level greenhouse gas (GHG) emissions, enable smarter management of resources, and reduce the cost of future upgrade and maintenance to the system.



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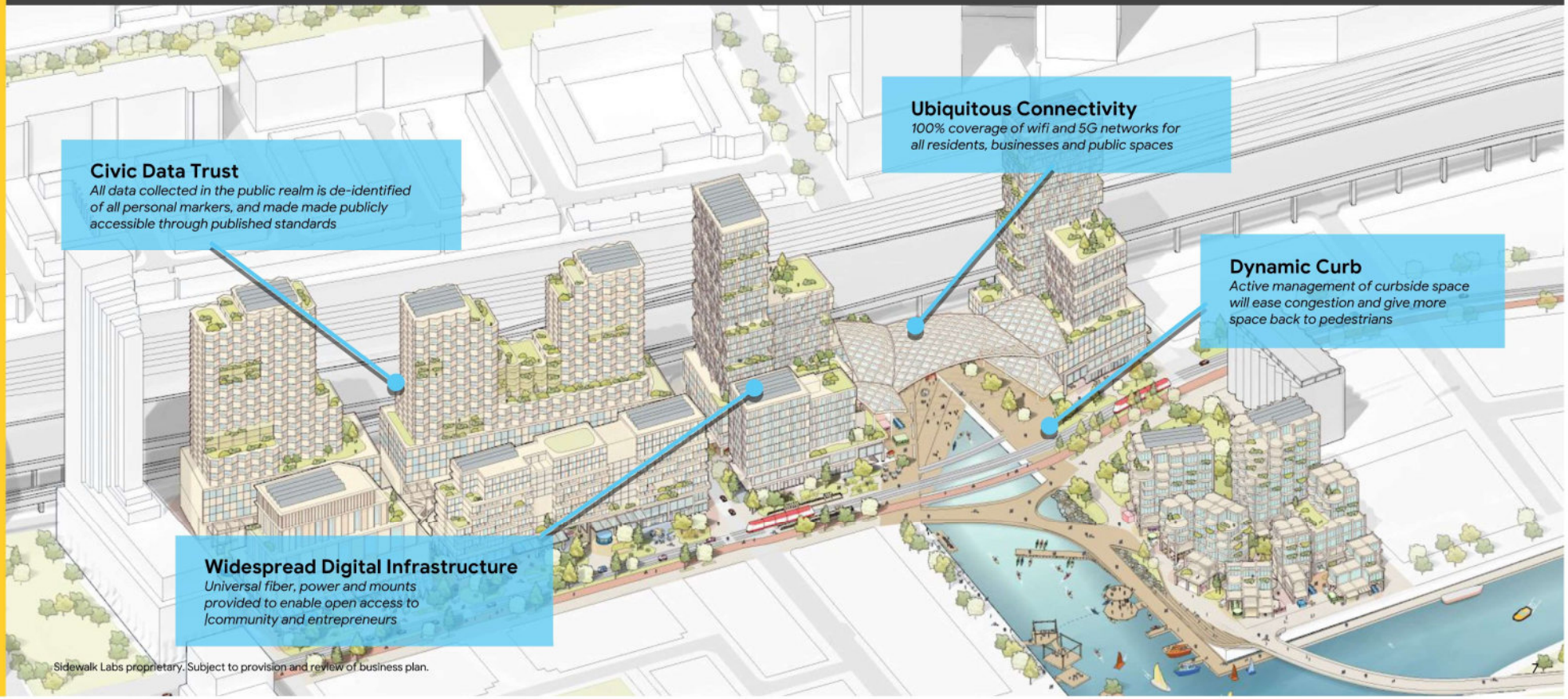
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Piloting Digital Innovations

Quayside will be a fully connected neighbourhood and a testbed for digital innovations within Sidewalk Toronto's responsible data use framework.

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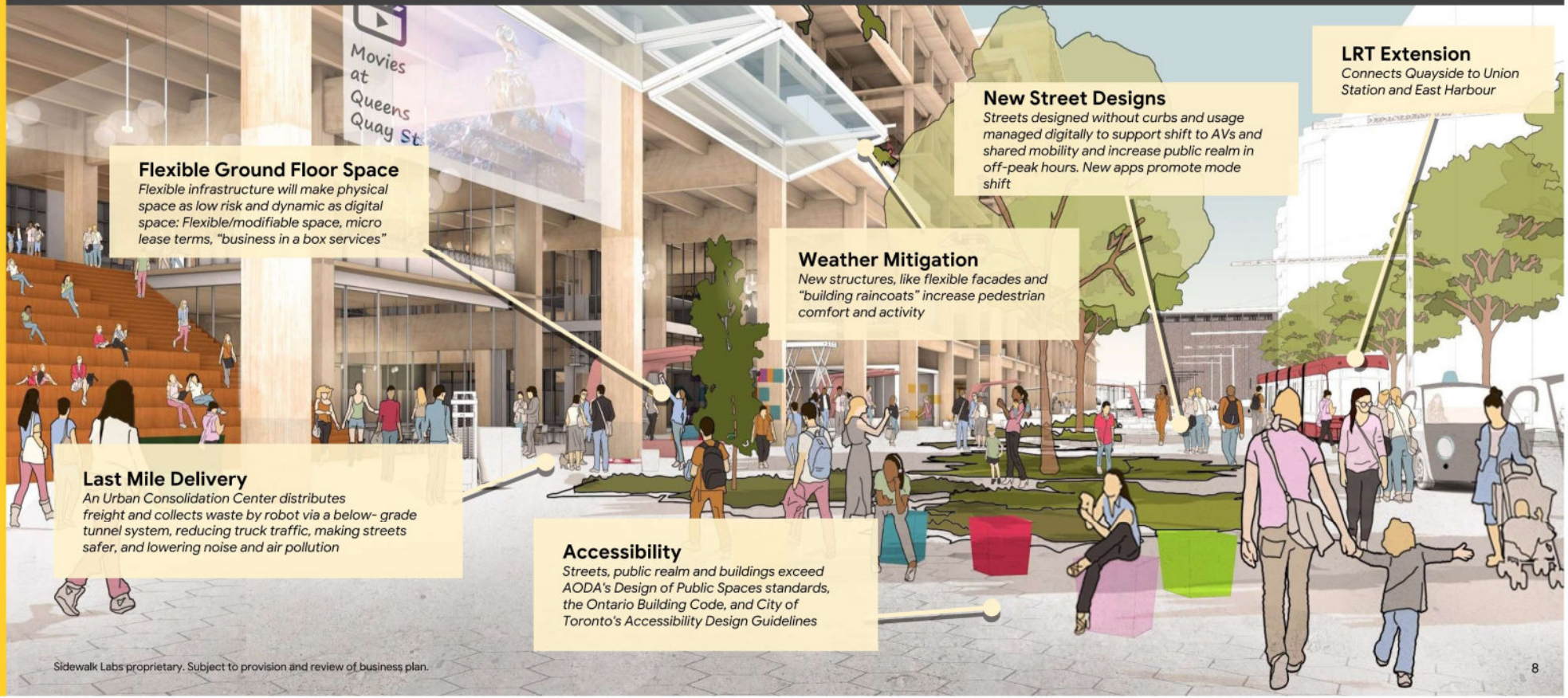
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Testing New Mobility & Enhanced Public Space

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Innovations in mobility management and building systems, combined with great urban design will create porous ground floor space that breaks down barriers between different uses and prioritizes the pedestrian experience.



Flexible Ground Floor Space
Flexible infrastructure will make physical space as low risk and dynamic as digital space: Flexible/modifiable space, micro lease terms, "business in a box services"

New Street Designs
Streets designed without curbs and usage managed digitally to support shift to AVs and shared mobility and increase public realm in off-peak hours. New apps promote mode shift

LRT Extension
Connects Quayside to Union Station and East Harbour

Weather Mitigation
New structures, like flexible facades and "building raincoats" increase pedestrian comfort and activity

Last Mile Delivery
An Urban Consolidation Center distributes freight and collects waste by robot via a below- grade tunnel system, reducing truck traffic, making streets safer, and lowering noise and air pollution

Accessibility
Streets, public realm and buildings exceed AODA's Design of Public Spaces standards, the Ontario Building Code, and City of Toronto's Accessibility Design Guidelines

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FEBRUARY 2019 | PROJECT UPDATE

A New Economic Engine for Toronto

This document represents concepts and proposals developed by Sidewalk Labs in consultation with a variety of stakeholders. All such concepts and proposals are subject to approval by many of those same stakeholders, including but not limited to public entities, and Alphabet Inc.

SIDEWALK LABS

We believe the project can make Toronto the global hub in the field of urban innovation, catalyzing thousands of new jobs and generating billions in investment.

Economic growth within the project geography, and Toronto more broadly, would be driven by a series of key components:

- **Significant increase in Google jobs over 10 years in the Eastern Waterfront as an initial catalyst**
- **An Urban Innovation Institute,** leveraging the unique physical and digital infrastructure in Sidewalk Toronto to do cutting edge research, incubate new startups, and cultivate the next generation of urban innovators, would be a second catalyst. Sidewalk is prepared to make an initial seed investment to create the Institute.
- Together these two catalysts will spark a **cluster in urban innovation,** drawing entrepreneurs and companies from around the world to the laboratory on Toronto's Eastern Waterfront
  - ***EXAMPLE:* Sidewalk's commitment to Mass Timber** would accelerate step-change growth in the forestry, design and timber manufacturing industries
  - ***EXAMPLE:* Sidewalk's unique approach to ground floor space,** a flexible building system we call "Stoa", would enable a unique range of ground floor uses that encourage small business and entrepreneurship growth within mixed-use neighbourhoods

—

- **Sidewalk has commissioned an independent third party, UrbanMetrics, to complete an Economic Impact Report on the Sidewalk Toronto Project,** which will include estimates for job creation, both construction and ongoing investment, GDP growth, and incremental city revenues. We look forward to sharing that report upon its completion.



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Google Canadian HQ

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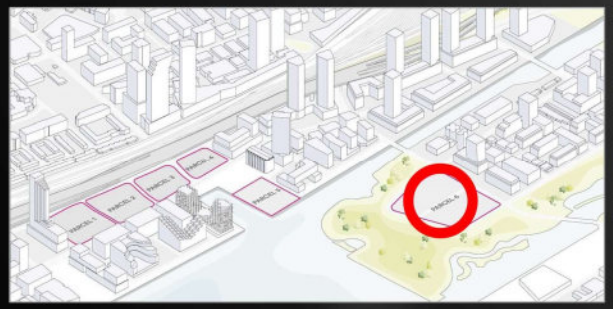
SIDEWALK LABS

An new economic cluster on the Eastern Waterfront would be anchored by a significant commitment of Google jobs located at a campus on Villiers Island.

We have explored a series of design options for a Google Campus, including an approximately 1.5M–2M SF location on the western side of Villiers Island, located on a planned LRT stop.

This campus would have seats for a significant increase of Google jobs.

Within a brand new campus we imagine including a 600K–1M SF headquarters, integrated with a mix of other uses and amenities (commercial partners, retail, education, non-profit).





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A New Standard for Affordable Housing

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SIDEWALK LABS

Our targets for affordable housing on Quayside and Villiers West would increase the provision of affordable housing by almost 4x compared to usual waterfront development in Toronto, and serve a much broader portion of the population.

More Affordable

40% Below Market Housing

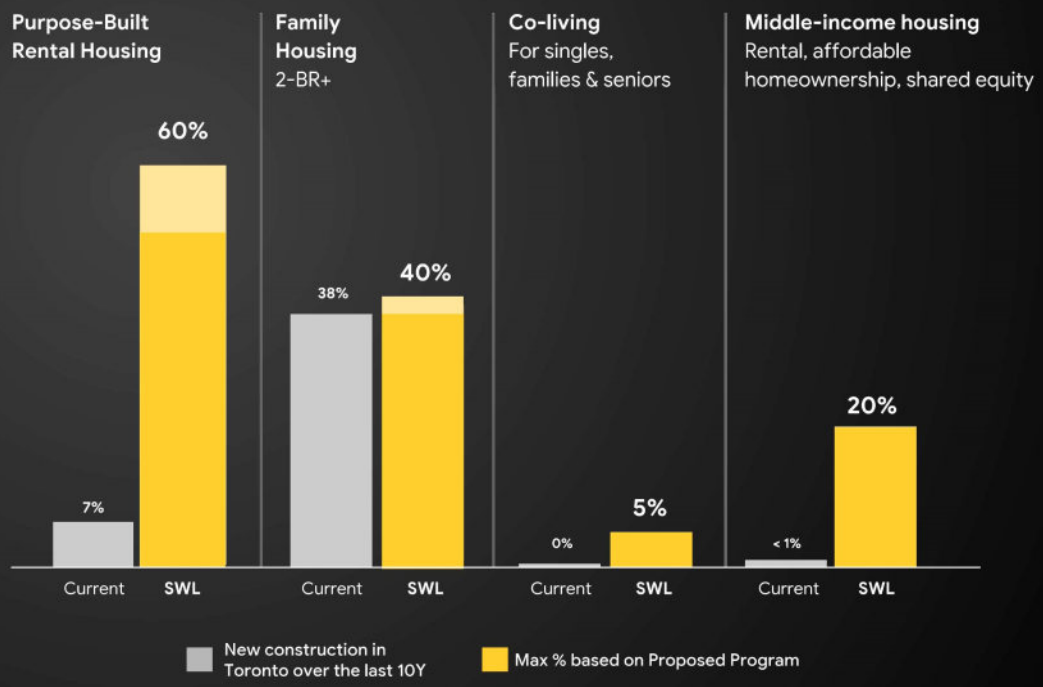
20%
affordable
Including 5% deep affordability

Up to
20%
middle income
Including up to 15% affordable rental and 5% shared equity

COMPARE TO
8% of total Toronto housing stock as affordable and social housing

COMPARE TO
<1% of total Toronto housing stock as affordable homeownership today

More Options



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A New Standard for Data and Privacy

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SIDEWALK LABS

Data can play a role in improving the day-to-day operation of the neighbourhood, leading to a more sustainable, accessible and responsible place to live. Sidewalk Labs will receive no special treatment and will not sell personal information or use it for advertising purposes.

Civic Data Trust

An independent entity to control, manage, and make publicly accessible all data that could reasonably be considered a public asset, and a set of rules that would apply to all entities operating in Quayside, including Sidewalk Labs.

RDUA

Responsible Data Use Assessment

Publicly auditable assessment for all public and private digital services required before data is collected and used.

A New Global Standard for the Use of Urban Data

Sidewalk's proposed approach to digital governance in Quayside will demonstrate to Toronto, Canada, and the rest of the world that cities do not need to sacrifice their values of inclusion and privacy for opportunity in the digital age.

Open Standards

Sidewalk will base its technology on open standards, making it easy for others to build and connect new services, offer competitive alternatives, and drive innovation.

RDU Guidelines

Responsible Data Use Guidelines

Application of the guidelines to all parties in Quayside, not just Sidewalk Labs, to put personal privacy and the public good first, while fostering innovation.

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Quayside in Context

The economic and conceptual viability of many elements of the Quayside site plan may only be possible at a larger scale.

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Thinking at Scale

- From the RFP through the PDA, Waterfront Toronto has always sought solutions to address how we can maximize the impact of the shared objectives of the City, Province, Waterfront Toronto, and Sidewalk Labs, and we have responded as such.
- We believe that while Quayside will be an impactful starting point, scale actually plays a significant role because:
  - The impact of each individual innovation increases (for example, additional affordable housing, greater synergies in cutting carbon emissions, greater ability to reduce car trips, greater catalyzation of the tall timber industry)
  - Greater scale than 12 acres is likely needed given the initial investment in prototypes at Quayside
  - Holistic thinking is what can accelerate the provision of infrastructure on the Eastern Waterfront, and more quickly unlock the value of the Port Lands envisioned in the Port Lands Planning Framework
- Scale means different things for different outcomes and investments.

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Impacts that Can Only Be Achieved with Scale

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The impact of Individual systems increases exponentially as the scale of the project increases.

Buildings	Mobility	Active Ground Floor	Sustainability	Freight
				
Meaningful reductions in costs (critical to achieving aggressive housing affordability savings) using factory-built timber buildings only works at scale.	AVs only work at scale, enabling the achievement of mobility-as-a-service and lower family transportation costs	Retail model enabling a much more dynamic retail environment and opportunity for small business built on Stoa and new building typologies only works at scale.	Achieving climate positive and building savings in energy costs with the thermal grid only are achieved at scale.	Business model for an Urban Consolidation Center and freight tunnels works at scale

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Transaction Principles

In designing a conceptual framework for an overarching transaction, Sidewalk Labs has followed a set of principles designed to meet all parties' objectives.

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SIDEWALK LABS

Transaction Principles

- Design a "win-win" structure in which the economic incentives for government and Sidewalk are aligned and transparent
- Ensure that experimentation and prototyping remain core to the project, while protecting government and the public from unreasonable downside risk
- Limit Sidewalk's role to the minimum amount necessary needed for the project to achieve its objectives to the fullest, and ensure third-party participation— particularly in real estate development
- Create a structure that enables Sidewalk to shoulder the burden of upfront risk, and be compensated in later stages
- Whenever possible, create discrete deal components in order to simplify and de-risk the transaction
- Whenever possible, utilize financing and implementation mechanisms based on precedents that have been validated previously, particularly in Toronto
- Incorporate stage gates and specific metrics for accountability

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An IDEA District on the Eastern Waterfront

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SIDEWALK LABS

The City of Toronto would create an "Innovative Development and Economic Activation District" —an IDEA District— corresponding to the project geography, to create the governance necessary to implement the Project. Waterfront Toronto would be the administrator of this district.

The IDEA District would leverage the combination of three elements to deliver on the project's public policy objectives:

1. A newly empowered Waterfront Toronto in an oversight and administrative role
   - Defined mission to promote innovation and development within the geography, and the mandate to oversee and steer key real estate, infrastructure, and technology decisions.
   - To be effective, this administrator must be accountable to the public; receive well-defined powers over development activity and the deployment of infrastructure within the jurisdiction; and engage seamlessly with other government agencies.

2. A custom set of regulatory, and policy tools—"An Innovation Framework"
   - A set of regulatory and policy tools (across categories like mobility, sustainability, housing, buildings) designed to foster the necessary conditions for delivering on the promise of the MIDP and using its success as a catalyst for spurring economic growth throughout the waterfront
   - 3 categories of reforms: (1) targeted relief from requirements (e.g., reduce parking requirements); (2) enhanced requirements for new developments (e.g., on-going performance targets related to carbon emissions); (3) legal authorization for management entities (e.g., a non-profit public realm management entity)

3. A special set of financing tools that enable the project to leverage its own value for implementation.
   - Financing tools could address project value created through development charges, incremental property tax, and increased land value

All three levels of government would determine the contours of the IDEA District in the course of its establishment.

As Innovation and Funding Partner to Waterfront Toronto, Sidewalk Labs would assist in achieving ambitious policy goals and accelerate development throughout the IDEA District.

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (Summary)

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SIDEWALK LABS

As Innovation and Funding Partner, Sidewalk Labs' role—and corresponding business models—is best summarized in discrete components:

1. Planning Partner
2. Real Estate Research and Development
3. Real Estate Economic Development Catalyst
4. Infrastructure Financing
5. Horizontal Development Partner
6. Advanced Infrastructure Facilitator
7. Technology Deployment
8. Investments in Economic Development
9. Value Sharing

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Project Concept

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SIDEWALK LABS



PROJECT SCOPE

Phase 1 (Quayside)

- 12 acres
- 3M SF
- ~5,000 residents (3,000 units of housing)
- ~3,900 jobs "on site"

Phase 1+2 (Complete Project)

- 190 acres
- 35M SF
- ~50,000 residents (33,000 units of housing)
- ~45,000 jobs "on-site"

IDEA District

SWL executes horizontal and real estate development

SWL facilitates horizontal infrastructure only

SWL facilitates the Phase 1 LRT extension

***Note**: In total, Sidewalk Labs proposed to complete ~5M SF of real estate development, only ~15% of the total project*

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SIDEWALK LABS

Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (1 of 4)

Role		Description	Business Model
1	**Planning Partner**	In this role, Sidewalk Labs would support Waterfront Toronto in its role as IDEA DIstrict Administrator during the planning phases for each neighbourhood. This would include collaboration on: • The overarching Innovation Framework and updates, Precinct Plans, Master Infrastructure Plans, guidelines for individual parcels and development agreements with third-party real estate developers	• Contractual relationship with Waterfront Toronto • Sidewalk Labs to receive payment for its advisory role
2	**Real Estate Research and Development**	In this role, Sidewalk Labs would develop, in partnership with local development entities, approximately 3.0M SF at **Quayside**. The explicit mission of this development would be to prototype innovations or programmatic decisions that would achieve WT's objectives, but, because they go against market pressures, would likely lead to a below market return. The current development plan includes approximately 3,000 units of housing (40% below market), room for 3,900 jobs, buildings entirely of tall timber, an expanded park network including the proposed Silo Park, a renovated Parliament Slip, and next generation infrastructure systems including: digital electricity, a thermal grid, and consolidated waste removal.	• Traditional real estate development economics • Land price to be negotiated with Waterfront Toronto • Profit-sharing with Waterfront Toronto if returns exceed certain threshold
3	**Real Estate Economic Development Catalyst**	In this role, Sidewalk Labs would develop, in partnership with local development entities, approximately 2.7M SF at **Villiers West,** relocating Google's Canadian HQ to the site. The explicit mission of this development would be to create outsized economic growth through the relocation of the Google HQ into a mixed-use, open campus with multiple corporate tenants.	• Traditional real estate development economics • Land price to be negotiated with WT / City • Profit-sharing with WT / City if returns exceed certain threshold

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SIDEWALK LABS

Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (2 of 4)

Role		Description	Business Model
4	**Infrastructure Financing**	In this role, Sidewalk Labs would fill a critical financing gap needed to deliver the full suite of infrastructure systems necessary to develop Quayside and the Eastern Waterfront on an accelerated schedule and achieve Waterfront Toronto's sustainability objectives. Even beyond the in-progress $1.2B Don Mouth Naturalization Project flood protection, billions of additional investment in enabling infrastructure—LRT, plus systems like electricity, heating, water and sewage, road networks, and fiber, new parks and public space, and extensive environmental remediation—would be necessary for complete communities to grow on the waterfront. Were the status quo to proceed, this infrastructure would likely be implemented piecemeal and incrementally, as funding became available through either government allocations or as City Development Charges were realized in initial phases of Eastern Waterfront development. Sidewalk estimates that if Toronto were to create a "value-capture zone" in which Development Charges and incremental property taxes were reserved for this specific geography, it could generate **~$6B in value** from the Project to pay for necessary infrastructure over the next ~30 years. However, these traditional sources will not be available at the time needed to construct this infrastructure at the pace and scale required to deliver the outcomes WT desires, nor to achieve some of the more ambitious policy objectives. As such, Sidewalk Labs **will bridge this gap in two ways**: 1) Providing financing in advance of public funds being available for infrastructure projects like the LRT, parks, and utility systems. 2) Providing OPTIONAL "stapled financing" for Advanced Infrastructure systems that require innovative funding and operational models to achieve policy objectives	1) Sidewalk would be paid back on all equity commitments used to bridge the gap between the time funds were needed to begin construction and funds were available from the project A financing fee would be applied to these funds The funds used to pay back Sidewalk in this capacity would be either the Development Charges or Incremental Property Taxes allocated to fund the associated infrastructure project 2) Advanced Infrastructure Systems would be operated through third-party entities, often in partnership with current operators (like Toronto Hydro). Third-parties operators would be chosen by an open RFP process, and all respondents would have the OPTION of choosing to use Sidewalk Labs-provided funding as part of their approach. Sidewalk would receive contractual-based market economics if respondents elected to use this "stapled financing."

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Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (3 of 4)

Role		Description	Business Model
5	**Horizontal Development Partner**	In this role, Sidewalk Labs would support Waterfront Toronto in its role as IDEA DIstrict Administrator during the infrastructure implementation phases for each neighbourhood. This would include collaboration on: • Delivery of systems such as parks, utility systems, site preparation work Division of responsibilities between the two organizations generally fall to each organization's strengths. Waterfront Toronto would provide operational excellence in line with what it delivered in past projects—flood mitigation, West Don Lands, Bayside. Sidewalk Labs would provide design support, as well as manage the coordination of funding, and innovative project elements. **Note:** This role can be shaped to meet the needs of all parties. From Sidewalk's perspective, a critical issue is the ability to have influence over the timing and management of the delivery of projects for which Sidewalk Labs' "bridge" financing is directly funding	• Waterfront Toronto and Sidewalk Labs would split a traditional "Developer Fee" applied to the total infrastructure cost, split in proportion to the allocation of responsibilities and associated resource requirements
6	**Advanced Infrastructure Facilitator**	In this role, Sidewalk Labs would conduct initial design work, craft the RFP process, and coordinate the implementation among each Advanced Infrastructure system to ensure adherence to the project's innovation objectives.	• Sidewalk Labs to be reimbursed for costs related to initial design work and managing the RFP process. • These costs will be allocated on a system by system basis and reimbursed by the operators selected for each system

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SIDEWALK LABS

Transactional Framework: Sidewalk Labs as Innovation and Funding Partner (4 of 4)

Role		Description	Business Model
7	**Technology Deployment**	In order to deliver on the project objectives, Sidewalk Labs would deploy a limited set of critical technologies. These technologies would be categorized as Purposeful Solutions, for which Sidewalk Labs and Waterfront Toronto would enter into agreements under predetermined and unique procurement and contractual rights.	• Rights to prototype, test, and deploy negotiated on an individual basis with WT or relevant agency • Value from IP created in "testbed" conditions shared with public entities
8	**Investments in Economic Development**	In order to capitalize on, and catalyze, the enormous economic potential inherent in the vision of the Project, Sidewalk Labs will invest in a series of economic development initiatives that will benefit both the project area and Toronto writ-large. Category 1 Investments: Google HQ; Urban Innovation Institute; Workforce Development Initiatives Category 2 Investments: Tall Timber Factory, Toronto-based Venture Fund	Category 1 *No specific, direct return to Sidewalk Labs* Category 2 *These investments have their own economics.*
9	**Value Sharing**	Because of the holistic value Sidewalk Labs is bringing to the project across the first 7 buckets on this chart, Sidewalk Labs would share in the incremental value created within the overall project geography through the disposition of publicly-held lands to third parties in the project geography. In particular, buckets 1,2,4,6, 7, and 8 reflect economic constructs for which Sidewalk Labs is deploying capital / resources at below market rates of return, and deferring any possible return on investment to the potential long-term value created through its partnership with WT.	When public land within the IDEA District is sold to third-party developers through a WT-managed public RFP process, the incremental value would be split in a TBD negotiated proportion between Government parties and Sidewalk Labs

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Project Concept

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SIDEWALK LABS



PROJECT SCOPE:

Phase 1 (Quayside):

- 12 acres
- 3M SF
- ~5,000 residents (3,000 units of housing)
- ~3,900 jobs "on site"

Phase 1+2 (Complete Project):

- 190 acres
- 35M SF
- ~50,000 residents (33,000 units of housing)
- ~45,000 jobs "on-site"

IDEA District

SWL executes horizontal and real estate development

SWL facilitates horizontal infrastructure only

SWL facilitates the Phase 1 LRT extension

***Note**: In total, Sidewalk Labs proposed to complete ~5M SF of real estate development, less than 15% of the total project*

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Potential Phase 3 Expansion (Dual Option)

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SIDEWALK LABS

In a potential Phase 3, the IDEA District would extend to south of the Ship Channel and there would be a mutual option for Toronto and Sidewalk Labs to deliver additional enabling infrastructure, including an extended LRT. The East Port and Film District have been excluded to protect existing uses.



PROJECT SCOPE:

Phase 3 (Port Lands South):

- 160 acres
- 15M SF
- ~25,000 residents (17,000 units of housing)
- ~25,000 jobs "on site"

Phase 1+2+3 (Extended Project):

- 350 acres
- 50M SF
- ~75,000 residents (50,000 units of housing)
- ~70,000 jobs "on-site"

Extended IDEA District

SWL executes horizontal and real estate development

SWL facilitates horizontal infrastructure only

SWL facilitates the Phase 1 LRT extension

SWL facilitates the Phase 2 LRT extension

Note: *Sidewalk Labs proposes no additional SWL real estate development in Phase 3*

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Ensuring Accountability: Milestones & Phasing

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SIDEWALK LABS

As the project proceeds, we believe permission for the the IDEA District to expand should be rooted in the ability of the initial neighbourhoods to achieve stated objectives.

A potential construct to expand the zone for which the innovation guidelines apply within Phases 1+2 would be based on specific targets:

- Stage gates, included as part of an initial set of agreements, would set the parameters that would need to be achieved in order to expand the project geography. These could potentially include:
  - Number of units of below market housing
  - Delivery of key infrastructure components by a given date



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Pages 498 to 507
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act*

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Les page 498 à 507
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information

Cariaga, Flordeliza (INFC)

From: Edward Chalupka <[redacted]@waterfrontoronto.ca>
Sent: February 25, 2019 2:46 PM
To: Faraday-Smith, Nancy (INFC); David Stonehouse; Wendy Ren (wendy.ren@ontario.ca)
Subject: FW: Statement on Steve Diamomd

See below.

Ed

From: Andrew Tumilty
Sent: Monday, February 25, 2019 2:28 PM
To: 'Hobbs, Joshua (INFC)' <joshua.hobbs@canada.ca>; Don Peat <Don.Peat@toronto.ca>; Deborah Blackstone <Deborah.Blackstone@toronto.ca>; Sousa-Dias, Sofia (MOI) <sofia.sousa-dias@ontario.ca>; MacGillivray, Lauren (MOI) <lauren.macgillivray@ontario.ca>
Cc: Edward Chalupka <[redacted]@waterfrontoronto.ca>
Subject: RE: Statement on Steve Diamomd

Below please see Steve Diamond's draft statement for tomorrow.

Note this will come from him and not Waterfront Toronto.

Cheers,
Andrew

Statement from Steve Diamond on his selection as Chair of Waterfront Toronto's Board of Directors

It is with enormous pride that I accept the responsibilities of Chair of Waterfront Toronto's Board of Directors. Having served as a Member of Board since April of 2016, I know the critical role Waterfront Toronto plays in the revitalization of our waterfront. I am excited to continue working with my fellow directors in playing a leadership role in shaping the future of such an important piece of this great city.

We have our work cut out for us. That work, which is highlighted in our soon-to-be-released 5-year Strategic Business Plan, includes:

- Continuing to execute on the $1.25 billion Port Lands Flood Protection (PLFP) project,
- Complete implementation of the recommendations of Ontario's Auditor General, and
- Continuing consultation with the public as we consider our next steps with Sidewalk Labs and evaluating the Master Innovation and Development Plan (MIDP) for Quayside.

I am humbled to have the support of all three levels of government for this role, the fact they have jointly appointed me, speaks to the unified support that exists for the Corporation and its objectives.

Since Waterfront Toronto's inception, we have helped generate over $10 billion in new private sector investment and create 26 hectares of new public spaces, including award-winning, iconic parks such as Canada's Sugar Beach and Corktown Common. This investment has helped create over 14,000 full-time years of employment, 5,000 new residential units, almost 600 affordable housing units, and 1.5 million square feet of commercial office space to date.

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Even with Waterfront Toronto's enormous success, I have no doubt, our best days are yet to come.

From: Andrew Tumilty
Sent: Monday, February 25, 2019 12:42 PM
To: 'Hobbs, Joshua (INFC)' <joshua.hobbs@canada.ca>; Don Peat <Don.Peat@toronto.ca>; Deborah Blackstone <Deborah.Blackstone@toronto.ca>; Sousa-Dias, Sofia (MOI) <sofia.sousa-dias@ontario.ca>; MacGillivray, Lauren (MOI) <lauren.macgillivray@ontario.ca>
Subject: Statement on Steve Diamomd

Good afternoon,

We are preparing messaging for the announcement tomorrow of Steve Diamond as the Chair of Waterfront Toronto's Board, as approved by all three levels of government.

We would like to ensure our remarks are consistent with our government partners, so if you have any draft messages your can share that would be greatly appreciated.

Thank you,
Andrew

Sent from my BlackBerry — the most secure mobile device — via the Rogers Network

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Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: February 25, 2019 3:55 PM
To: Brett Howell
Subject: Declined: HOLD: TWG Half Day Meeting

Importance: High

Sorry Brett, but this actually conflicts with the Civic Lab being held that afternoon on the 4th! We could do the morning of the 4th, or alternatively, we will also still be in Toronto the next day for an MIDP deep-dive meeting at WT taking place from 11:30 to 2:00pm. So we could also squeeze-in an in-person TWG around that meeting on the 5th - either before 11:30 or after 2pm.

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ATIA - 16(2)

Cariaga, Flordeliza (INFC)

From: Kelly, Nathalie (INFC)
Sent: February 26, 2019 10:19 AM
To: Tippins, Shawn (INFC)
Subject: FW: Debrief on Friday session

WEBcims # 50083

Nathalie Kelly
Coordinator and Administrative Officer|Coordonnatrice et agente d'administration
Investment, Partnership and Innovation|Investissement de fonds, partenariat et innovation
(o) 613-943-5625
[redacted]

From: Zewede, Heywet (INFC)
Sent: February 26, 2019 9:49 AM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: FW: Debrief on Friday session

FYI – This is coming.

From: Eyre, Jennifer (INFC)
Sent: February 26, 2019 9:48 AM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Logue, Joelle (INFC) <joelle.logue@canada.ca>; Boudreau, Marcia (INFC) <marcia.boudreau@canada.ca>; Zewede, Heywet (INFC) <heywet.zewede@canada.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Cc: Gillis, Kelly (INFC) <kelly.gillis@canada.ca>; INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>
Subject: RE: Debrief on Friday session

Hi Glenn,

Can you please prepare a BN to the Minister on the below.

Samira, can you please officially task through the system, please.

Deadline: Friday, March 1st.

Thank you.

From: Campbell, Glenn (INFC)
Sent: February 25, 2019 8:02 AM
To: Gillis, Kelly (INFC) <kelly.gillis@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Debrief on Friday session

Debrief from Friday's background meeting with WF and SWL

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[redacted]

Further to your email, below is a draft summary of Friday's MIDP deep-dive meeting between tri-government partners and Waterfront (Meg Davis/Kristina Verner) and, later, including Sidewalk (Josh Sirefman, SWL Head of Development).

[redacted]

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[redacted]

Glenn Campbell
[redacted]
613 941 0722 (w)

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ATIA - 16(2)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Kelly, Nathalie (INFC)
Sent: February 26, 2019 10:33 AM
To: Tippins, Shawn (INFC)
Cc: Faraday-Smith, Nancy (INFC)
Subject: FOR YOUR ACTION: BN to the Minister

See request below.
DMO due date is this Friday.

Thank you,,

Nathalie Kelly
Coordinator and Administrative Officer | Coordonnatrice et agente d'administration
Investment, Partnership and Innovation | Investissement de fonds, partenariat et innovation
(o) 613-943-5625
[redacted]

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To: Gillis, Kelly (INFC) <kelly.gillis@canada.ca>
Cc: Eyre, Jennifer (INFC) <jennifer.eyre@canada.ca>
Subject: Debrief on Friday session

Debrief from Friday's background meeting with WF and SWL

[redacted]

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[redacted]

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[redacted]

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[redacted]

Glenn Campbell
[redacted]
613 941 0722 (w)

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Cariaga, Flordeliza (INFC)

From: Campbell, Glenn (INFC)
Sent: February 26, 2019 7:21 PM
To: Faraday-Smith, Nancy (INFC); Tippins, Shawn (INFC)
Cc: Mitchell2, Lisa (INFC)
Subject: FW: Media Call: Globe and Mail (Waterfront Toronto Chair)

From: Marchildon, Caroline (INFC)
Sent: February 26, 2019 6:44 PM
To: Gillis, Kelly (INFC) ; Campbell, Glenn (INFC) ; Fortin3, Marc (INFC)
Cc: Eyre, Jennifer (INFC) ; Douglas, Caroline (INFC)
Subject: FYI: Media Call: Globe and Mail (Waterfront Toronto Chair)

FYI – Story published with our quote:

THE GLOBE AND MAIL

Globe and Mail.com
Business, Words: 1,068

Toronto City Council approves appointing Stephen Diamond as chair of Waterfront Toronto

The real estate developer says he wants the tripartite government agency to take a greater leadership role in its proposed smart-city partnership with Google affiliate Sidewalk Labs

by: Josh O'kane

Toronto, Queen's Park and Ottawa all support naming veteran real estate developer Stephen Diamond as the next chair of Waterfront Toronto - and he says he wants the tripartite government agency to take a greater leadership role in its proposed smart-city partnership with Google affiliate Sidewalk Labs as key decisions approach in the coming months.

On Tuesday, Toronto City Council unanimously approved appointing the president and chief executive of commercial-real-estate developer Diamond Corp. as chair of the tripartite development agency; The Globe and Mail reported last week that he was the top contender for the role. Federal Infrastructure Minister François-Philippe Champagne and Ontario Infrastructure Minister Monte McNaughton submitted letters to council supporting his nomination for a three-year term beginning March 15.

"It's my hope that Waterfront Toronto will take a leadership role in the discussions in a very public and transparent way," Mr. Diamond said in an interview Tuesday.

In an e-mailed statement, Mayor John Tory said that "I believe that Mr. Diamond has the necessary skills, qualifications and experience required to lead the revitalization of Toronto's waterfront. ... City Council's unanimous vote today is a further sign of that confidence." Waterfront Toronto spokesperson Andrew Tumilty said in a statement that the tripartite appointment is "a testament to the leadership, direction, and commitment that he has provided Waterfront Toronto for nearly 3 years."

Each of the three levels of government can appoint four directors to the Waterfront Toronto board. Mr. Diamond is already a city-appointed director, although his three-year term is set to expire next month. His official appointment to chair is expected within weeks, and marks the first time since Waterfront Toronto enacted its current governance structure that all three levels of government agreed to appoint an independent chair separate from their allotted directors. Mr. Diamond had planned to resign from his board position in December to focus on work commitments, but changed his mind after Mr. Tory asked him to stay to provide stability as the board's ranks dwindled.

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"The fact that this is the first time all three levels of government have agreed on a Chair is telling," Mr. McNaughton said in a statement. Infrastructure Canada spokesperson Lama Khodr confirmed Ottawa's support of Mr. Diamond, and in an e-mail, called him "an experienced member of the local business community, trusted civic leader and has already made important contributions to the Waterfront Toronto board."

Waterfront Toronto's leadership has undergone significant changes since it announced in October, 2017, that it would partner with Sidewalk, a subsidiary of Google parent Alphabet Inc., to develop a digitally connected community on a 12-acre slice of Toronto's eastern waterfront called Quayside. The CEO who shepherded the concept, Will Fleissig, resigned half a year later, and was replaced as acting CEO by director Michael Nobrega. In December, Mr. Nobrega and chair Helen Burstyn were fired as directors by Doug Ford's provincial government after the Ontario Auditor-General criticized the project's procurement process, timelines and government oversight. And last week, Marisa Piattelli, Waterfront Toronto's chief strategy officer and de facto No. 2, resigned from the agency.

On Tuesday, Toronto City Council also extended the terms of two other city-appointed directors – Mohamed Dhanani, an adviser in Ryerson University's president's office, and Susie Henderson, an infrastructure expert with consultants GHD Advisory - until the city names new directors later in the spring. Ontario is expected to name four new directors to replace those it fired in December before the next board meeting on March 21.

Mr. Diamond spoke to The Globe and Mail by phone Tuesday afternoon about his new position. While he was hesitant to speak in specific terms about the contentious Quayside project, he repeatedly noted the necessity for Waterfront Toronto to take a greater leadership role as the project progresses ahead of a definitive board vote to proceed later this year.

Why the change of heart about the board after nearly quitting last year?

I was receiving calls both from the mayor and from the premier, and from some representatives from the federal government, who asked in this important moment in history for the city and the province, if I would take on the role. And our country has been good to us, our family, and if there's an opportunity to take a leadership role and make a positive contribution back, that's something we should all be involved with.

Why also accept the role of chair?

I believe that Waterfront Toronto can only be successful if there is a shared endorsement and commitment from all three levels of government.

What are your thoughts on the state of the Quayside project with Sidewalk Labs?

It's important at this juncture to move forward with discussions and negotiations with Sidewalk in a very public and transparent way. ... It's difficult when there's been so much discussion in the media and elsewhere about their proposal, when their formal business proposal [the Master Innovation and Development Plan, or MIDP, due to the agency this spring] has not been presented to Waterfront Toronto.

Earlier this month, the Toronto Star reported leaked details about Sidewalk Labs's business plan for Quayside - which Sidewalk Labs later clarified in media interviews - including detailed plans for Waterfront lands well beyond the Quayside site and a proposal to fund light-rail transit in the area in exchange for a share of income streams from future developments including property taxes and development fees.

It's unfortunate that some of the details of the proposed plan have been sounded out by Sidewalk in a public manner when the formal business proposal has not been formally submitted to Waterfront Toronto for its review.

I can't make a comment on that plan until [final] details come forward. Once those details are made available, it's my hope that Waterfront Toronto will take a leadership role in the discussions in a very public and transparent way.

What I think is really important now is to move forward. There's a currently an agreement [the Plan Development Agreement, published last July] and a plan that's supposed to come in [the MIDP, which will go to public consultations then a board vote later this year]. We should be spending our time looking at its merits, and whether it's the right thing to do.

This interview has been edited and condensed

With a report from Jeff Gray

Follow this link to view this story on globeandmail.com: Toronto City Council approves appointing Stephen Diamond as chair of Waterfront Toronto The viewing of this article is only available to Globe Unlimited subscribers.

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From: Simpson, Brook (INFC)
Sent: February-26-19 5:39 PM
To: Khodr, Lama (INFC) <lama.khodr@canada.ca>; Hobbs, Joshua (INFC) <joshua.hobbs@canada.ca>
Cc: Powroz, Jen (INFC) <jen.powroz@canada.ca>; Kelly, Michael Roland (INFC) <michaelroland.kelly@canada.ca>; Bourque, Pierre-Yves (INFC) <pierre-yves.bourque@canada.ca>; Vaillancourt, Ann-Clara (INFC) <ann-clara.vaillancourt@canada.ca>; INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>; Fenrich, Julia (INFC) <julia.fenrich@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Wronski, Michael (INFC) <michael.wronski@canada.ca>; Tam2, Pauline (INFC) <pauline.tam2@canada.ca>
Subject: RE: Heads Up: Media Call: Globe and Mail (Waterfront Toronto Chair)

Response: The Government of Canada supports the nomination of Mr. Stephen Diamond as chairperson of Waterfront Toronto. Mr. Diamond is an experienced member of the local business community, trusted civic leader and has already made important contributions to the Waterfront Toronto board.

Each order of government has their own processes to follow prior to the official appointment of a chairperson, which requires support from all three orders of government. We would encourage you to contact the Government of Ontario and the City of Toronto for information regarding their appointment processes.

*****

Media: [redacted] Globe and Mail ([redacted]

Deadline: Today, 4 pm

Question: Toronto's council just passed a motion approving Stephen Diamond as chair at their level of government, so I am putting together a quick followup story on that. Has he received official appointment from the federal government yet as well? Or, if not, what steps would be further required?

Additionally, if Infrastructure Canada would like to comment on Mr. Diamond's chair appointment – perhaps why you believe he would be a good fit - do please let me know.

Action: We are working on a response.

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Cariaga, Flordeliza (INFC)

From: Civic Labs <CivicLabs@waterfrontoronto.ca>
Sent: February 28, 2019 7:53 PM
Subject: Civic Lab Agenda - March 4, 1-5pm
Attachments: REVISED Agenda (Civic Lab 2), March 4.pdf; A Primer on Civic Digital Trusts 13Feb19 (2).pdf

Hello,

Thank you for confirming your attendance to Waterfront Toronto's **Civic Lab** on **Data Stewardship**. In preparation for the meeting, we are also sharing the agenda with you in the attached pdf file.

We also invite you to read this Primer by MaRS that explains how a civic digital trust could democratically and responsibly share smart city data and algorithms: https://marsdd.gitbook.io/datatrust/ (*pdf version attached*)

Monday, March 4, 2019
1:00 p.m. - 5:00 p.m.

MaRS Discovery District
101 College St, Toronto, ON M5G 1L7
Auditorium *(Lower Concourse)*

Light refreshments will be served.

Parking
Underground parking is available at the MaRS Centre at a cost of $4 per half hour, to a maximum of $20. The MaRS Centre underground lot can be accessed via Elizabeth Street, just south of College Street on the west side of the road. It can also be accessed via University Avenue when driving northbound, just past the Peter Munk Cardiac Centre, south of College Street. Substantial additional parking is available at a host of parking garages and above ground lots within a two-block radius. Map.

TTC
Subway: MaRS offers direct access to the Queen's Park subway station, with connecting service to Go Trains at Union Station.
Street Car: The College Street streetcar stops at the corner of Elizabeth Street and College Street at the north-east corner of the MaRS Centre, and also at the corner of University Avenue and College Street, at the north-west corner of the MaRS Centre. Map.

Many thanks,

Louroz

Louroz Mercader | Communications and Public Engagement Manager | **Waterfront Toronto** | 1310-20 Bay Street | Toronto ON M5J 2N8 | [redacted]@waterfrontoronto.ca | waterfrontoronto.ca

WATERFRONToronto

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Civic Lab 2 – Data Stewardship
March 4, 2019
MaRS Discovery District, 101 College Street, Auditorium

AGENDA

1:00 pm **Welcome & Opening Remarks**
Michael Geist, Chair, Waterfront Toronto's Digital Strategy Advisory Panel

1:05 **Introductions & Agenda Review**
Nicole Swerhun, Facilitator, Swerhun Inc.,

1:15 **Data Stewardship**
Kristina Verner, Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

1:35 **City of Toronto Update**
David Stonehouse, Waterfront Secretariat, City of Toronto

1:40 **Data Stewardship Body: Models & Learnings from other Jurisdictions**

1:40 Reviewing the International Context, with examples from other jurisdictions
Lisa Austin, Professor and Chair in Law and Technology, University of Toronto Faculty of Law

2:00 Open Data Process and Landscape
Kevin Tuer, Managing Director, Open Data Exchange & Vice President Strategic Initiatives, Communitech

2:15 **Discussion** (small table and full room)

3:00 Break

3:15 **Digital Trusts**

11:15 Models of Digital Trusts
Chantal Bernier, National Practice Leader Privacy & Cybersecurity, Dentons

11:25 MaRS Report on Civic Digital Trusts
Alex Ryan, Joe Greenwood, MaRS

3:45 **Discussion continued** (small table and full room)

4:55 **Closing Remarks**
Kristina Verner, Vice President, Innovation, Sustainability & Prosperity, Waterfront Toronto

5:00 **Adjourn**

Questions for Discussion:

Do you have any questions of clarification for the presenters?

Based on the presentations and discussions shared, and your insights and expertise, what ideas or advice would you like to see Waterfront Toronto consider related to data stewardship at Quayside?

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A Primer on Civic Digital Trusts

Welcome!

Smart cities offer many potential benefits for residents - but only when data generated within cities can be shared and used to inform decision making. The purpose of this Primer is to explain as simply as possible how a civic digital trust could democratically and responsibly share smart city data and algorithms.

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A Work in Progress...

Civic digital trusts are a relatively new idea, and our understanding of how they work is evolving rapidly.

That means this Primer needs to evolve too. The first draft of the Primer was published online in December, 2018, following a workshop that convened a diverse group of stakeholders in Toronto in November, 2018.

We are publishing the Primer as a Gitbook because of its integration with Github, the platform that powers the Open Source movement. As an Open Source ebook, anyone can add to it, or use it to build other Open Source resources. This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License.

To suggest changes to the Primer, click the [Edit on GitHub] button on the top right of the screen and propose changes and additions to the handbook for our stewards to approve. For those of you who haven't used GitHub before, here's a handy guide Enspiral created for people to contribute to their GitBook. If you've got something to add to the Primer but this process doesn't work for you, email your suggestions to solutions-lab@marsdd.com.

This Gitbook is not a Wiki. However, the five pillars and 10 simple rules of Wikipedia provide a useful guide for the editorial standards we are aiming for to provide a reliable, neutral and accessible reference.

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About This Primer

This Primer is meant to provide an easy to read and reliable introduction to civic digital trusts. We hope this will help people inform themselves about a topic that is important to the future of cities, but not widely understood. When everyone has easy access to the facts, more people can participate more meaningfully in a better quality conversation.

This is not just a conversation about legal structures and data architectures. It is actually a conversation about how we want to live our lives together in the digital age. It is a conversation people in every city will soon need to have about the kind of society they want to become. This conversation is too important to be only happening between urban planners and technologists. It requires the participation of all city residents.

This is a conversation that Toronto, Canada is just starting to have. The process of developing a Master Innovation and Development Plan for the Quayside smart city demonstration neighbourhood on the Toronto waterfront has started people talking about rights, freedoms, and responsibilities in the digital age. It has also prompted people to search for practical solutions to responsibly share data to unlock the potential of smart cities.

The process is convened by the MaRS Solutions Lab working in partnership with Waterfront Toronto. Partial funding has also been provided by Sidewalk Labs. MaRS interviewed 11 national and international subject matter experts. There were 37 workshop participants, including representatives from municipal, provincial and federal government; universities and civic sector organizations; and startups, consultancies and national corporations. The co-authors and participants in this process include:

Name	Affiliation
Aaron Barter	Waterfront Toronto
Andrew Young	The Governance Lab
Alex Ryan	MaRS Discovery District
Beth Coleman	Faculty of Arts, University of Waterloo
Charles Finley	Code for Canada

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Chris Makris MaRS Discovery District
Joe Greenwood MaRS Discovery District
Kevin Stolarick Inclusive Design Research Centre, OCAD University
Kristina Verner Waterfront Toronto
Lisa Austin Faculty of Law, University of Toronto
Michel Girard Centre for International Governance Innovation
Mikayla Zolis MaRS Discovery District
Sasha Sud MaRS Discovery District
Sergio De Lara MaRS Discovery District
Sharon Bauer KPMG
Timothy Banks nNovation LLP
Vanessa Matos MaRS Discovery District

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In a Nutshell

Cities are becoming smarter and more responsive to the needs of residents and visitors. There is a potential for everyone to benefit from better services and improved quality of life. Achieving these benefits is only possible if data is collected and shared to inform urban planning and service delivery.

Data should be collected and shared in cities only when:

- There is a clear and substantial benefit for residents
- There is sufficient digital governance in place to advance the rights, freedoms and interests of residents and visitors and protect them from risk

A civic digital trust provides one promising approach to responsibly share smart city data. A civic digital trust could:

- Establish a group of trustees with a fiduciary responsibility to steward a city's digital assets and data in the best interests of residents and visitors
- Empower residents and strengthen democratic decision making processes related to digital governance
- Actively protect against data breaches and misuses; assure individual and group privacy; advance equitable distribution of value; and promote regional economic competitiveness

A civic digital trust would go beyond existing privacy legislation with a pro-active approach to representing the interests of residents. It would also provide citizens with an additional layer of legal recourse against data abuses.

There are multiple ways a civic digital trust could be implemented in practice. It could be housed within a government agency; established as a not for profit organization; or run as a social enterprise. The technical architecture could be a centralized hub; a decentralized ecosystem of databases connected by common standards; or a hybrid model somewhere in between. Each option is fit for different purposes, depending on the sensitivity, complexity, and uncertainty of the data and its uses.

This Primer explores five use cases of specific benefits from responsibly sharing

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data. They are: sharing energy usage data; building usage data; mobility data; health data; and combining smart city data with mobile and consumer data. Each of these use cases demonstrates possible combinations of legal, business model, and technical architectures in a plausible scenario. The purpose of the use cases is to provoke a conversation about what data people are comfortable with sharing, and with what conditions.

The Primer is designed to be read actively. There are small surveys embedded throughout the Primer so you can have your say about what matters most to you. If you can do a better job of writing a section, you should edit the Gitbook and submit an upgrade. We want this to be a resource that becomes more relevant over time.

We think that three next steps are required:

1. A much broader public engagement needs to happen about smart city data sharing
2. People need to build pop-up prototypes so that it is possible for residents to experience the benefits of a civic digital trust in action
3. We should actively explore other models of data sharing so that we can understand which model works best in different situations

We hope that as you read this Primer, you will actively contribute to it, and consider joining us in taking these next steps together!

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What is a Smart City?

The Greater Toronto Area is Canada's most populous metropolitan area, and this year alone it has grown by more than 200,000 people. Canada has one of the world's highest rates of urbanization at 82% of the population. Cities the world over are growing at an astonishing rate. Every week, 1.5 million people join the urban population. People are drawn to the economic opportunity, cultural vibrancy, and quality of life that big cities like Toronto offer.

As cities grow, they are faced with some very big challenges. Traffic congestion. Housing affordability. Increasing demand for schools, hospitals, and government services. Managing these challenges requires good planning, effective decision making, efficient services, and strong democratic participation from citizens and residents.

Cities like Singapore, San Francisco and Helsinki are using digital technologies to solve these and other problems, in order to make life better for residents. In Glasgow, streetlights with smart sensors dim when the streets are empty, saving energy and taxpayer dollars. In Barcelona, the government opened up its data sets for use by citizens and businesses, installed free Wi-Fi in streetlights, and has sensors constantly monitoring waste bins, parking spaces, and air quality. When city planners and service providers have access to more accurate and timely data, it creates possibilities to use the city's resources more equitably and efficiently.

In Canada, the federal government is running a $300 million Smart Cities Challenge. The Smart Cities Challenge is a pan-Canadian competition open to communities of all sizes, including municipalities, regional governments and Indigenous communities (First Nations, MÃ©tis and Inuit). The Challenge encourages communities to adopt a smart cities approach to improve the lives of their residents through innovation, data and connected technology. The government received 130 applications from communities across Canada and selected 20 finalists who have received $250,000 each to further develop their proposal by Winter 2019.

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What is a Smart Cities Approach?

A smart cities approach aims to achieve meaningful outcomes for residents by leveraging the fundamental benefits that data and connected technology have to offer:

> **Openness** When communities make their data truly accessible, usable, and barrier-free, their decisionmaking processes become transparent, empowering citizens and strengthening the relationship between residents and public organizations.
> **Integration** Data and connected technology empower communities to break down silos that exist within local governments and public organizations.
> **Transferability** When tools and technological approaches are open-source, transparent, and standardized, they can be used by communities across the country, no matter their size or capacity.
> **Collaboration** Connected technology enables communities to bring traditional and non-traditional partners together to collaborate.

https://impact.canada.ca/sites/default/files/2017-11/SCC_Applicant_Guide.pdf

An important feature of Canada's smart city challenge is that technology is not an end in itself, but a means of improving outcomes for residents, as determined by residents. All of the successful finalists in the Smart Cities Challenge engaged meaningfully with citizens and residents to determine their highest priority opportunity for technology and data to improve quality of life.

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The Quayside Development in Toronto

Waterfront Toronto is currently undertaking the largest urban revitalization project in North America. They are bringing together the most innovative approaches to sustainable development, urban design, real estate development, and leading technology infrastructure in order to deliver on important public goals, including reducing urban sprawl, developing sustainable communities, increasing the supply of affordable housing, expanding public transit and increasing economic competitiveness.

Waterfront Toronto has established the objectives and engaged Sidewalk Labs to design a proposal for a new kind of complete community on Quayside that will serve as a model for sustainable and resilient neighbourhoods throughout Toronto and cities around the world. The Quayside project, also referred to as Sidewalk Toronto, has an ambition to address the toughest challenges facing cities—and meaningfully improve quality of life—through the combination of forward-thinking urban design and innovative technology.

As part of this process, Sidewalk Labs recently released a proposed Site Plan that includes people-first streets and public realm; 40% below-market affordable housing; creates 9,000 construction jobs and houses 3,900 jobs located at Quayside; 75%-85% reduction in GHG emissions; and provides safer and less congested streets. The site plan proposes a civic data trust with independent governance over the collection and use of urban data. The full Master Innovation and Development Plan is expected to be released for public feedback in mid-2019.

The Quayside planning process has attracted a lot of interest from the public and the media, both in Toronto and internationally. One of the top concerns for citizens, the civic tech community, and privacy experts is how personal data and public data will be collected, shared, controlled, and used in Quayside. These concerns are not unique to Quayside. We expect every city in Canada will need to address these questions within the next five years. Because Quayside presents a specific plan for a particular place, it provides the opportunity to have a more detailed, grounded, and concrete discussion about responsible data sharing. The

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use cases we develop in this primer are applications that are plausible for Quayside, but were selected to have relevance to cities beyond Quayside.

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The Need to Govern the Digital Layer

Governance of the digital layer addresses who decides what data is collected and shared for what uses. Governance is needed for ensuring security, privacy, equity and competitiveness.

What makes a smart city smart is the ability to collect data, process and analyze the data, and act on the insights. In Helsinki, open data was used to develop BlindSquare, a mobile GPS app that helps blind and visually impaired people navigate the city. This kind of smart city application requires the collection and sharing of multiple sources of data across public and private organizations.

In order to collect and share data, a smart city adds a "digital layer" to engage existing city infrastructure. This is similar to how an operating system adds a digital layer of software on top of the physical hardware of a computer. The difference is for a city, the digital layer is not a single thing, but a network of many connected things. The digital layer includes:

Physical sensors to collect data;
Digital services that use data to control other infrastructure, e.g. traffic lights;
Databases that store the data on servers;
Algorithms and code to protect, manage, process, analyze and transform the data;
Maps, visualizations and models that organize and project the data into more useful forms;
Standards and source code for how to interact with digital services;
Application Programming Interfaces (API) that share specific data subsets for use in third party applications both offline and in realtime; and
All of the public and private services that use the data.

There are four reasons governance of the digital layer is needed: protecting against data breaches and misuses; assuring individual and group privacy; advancing equitable distribution of value; and promoting economic competitiveness.

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The Need for Security

Whenever information is collected and shared, there is the potential for data breaches. In 2018 alone, 1.1 billion Indian residents' personal information were compromised by an Aadhar data breach; 500 million Marriott Starwood guests worldwide had their hotel reservation data stolen; and Under Armour, Quora, Facebook, Google, Cathay Pacific Airways, Saks and Lord & Taylor, and T-Mobile all suffered personal data breaches affecting millions of users. For smart city data to be shared responsibly, there needs to be an organization that protects the data from cyber attack.

There are also potential misuses of data shared for an intended beneficial purpose. For example, in 2013, the FBI asked the public to help gather evidence in the wake of the Boston bombing. Anonymous commentators on 4chan and Reddit quickly profiled high school student Salah Barhoum and dozens of others based purely on their clothes and appearance. Salah found himself being followed by strange men who were convinced he was responsible for the terrorist attack. Although reported instances of misuse of shared data are rare, mitigating the potential for misuse is an important reason governance of the digital layer is needed.

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The Need for Privacy

Digital governance is also needed is to protect privacy and to create a medium through which different privacy rights and obligations can be reconciled.

Privacy is recognized as a fundamental human right in the UN Declaration of Human Rights. Although privacy is not expressly mentioned in the Canadian Charter of Rights and Freedoms, privacy has been expressly recognized as an interest that is protected by section 8 of the Charter, which protects against unreasonable search and seizure. Privacy is also considered by some to underpin human dignity and the fundamental freedoms guaranteed by the Canadian Charter of Rights and Freedoms. Under this conception of privacy, privacy is not only an individual right, but also a societal good.

> Part I Section 2 of the *Canadian Charter of Rights and Freedoms* guarantees four fundamental freedoms for everyone in Canada**:**
>
> (a) freedom of conscience and religion;
> (b) freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication;
> (c) freedom of peaceful assembly; and
> (d) freedom of association
>
> https://laws-lois.justice.gc.ca/eng/const/page-15.html

The rights granted in the Charter are not absolute. They are subject to reasonable limits prescribed by law that can be justified in a free and democratic society (Section 1).

When discussing privacy, it is important to distinguish between different types of privacy interests. The Supreme Court of Canada has recognized three types of privacy interests - informational (information about a person), personal (bodily), territorial (own's home or private space).

The types of privacy interests involved in civic digital trusts are primarily informational. Canada has federal and provincial laws that operate within the limits of the Charter to protect individual informational privacy interests while recognizing the needs for governments, public sector organizations and private

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sector organizations to collect, use and disclose personal information. For example, the federal Privacy Act protects the privacy of individuals with respect to personal information about themselves held by a government institution and provides individuals with a right of access to that information. In Ontario, the Freedom of Information and Protection of Privacy Act (FIPPA) fulfills a similar purpose for provincial government institutions and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) governs municipal corporations, such as the City of Toronto. There is also a Personal Health Information Protection Act in Ontario that applies primarily to hospitals and regulated health professionals when the collect, use and disclose personal health information for the purpose of providing healthcare to an individual.

Ontario (unlike Alberta, British Columbia and Quebec) does not have a private sector privacy law. Ontario also does not expressly recognize privacy as a fundamental human right (unlike Quebec). Instead, the federal Personal Information Protection and Electronic Documents Act contains the rules that govern organizations that collect, use or disclose personal information in the course of a commercial activity.

> Under these laws, "personal information" is usually defined as information "about an identifiable individual���. It is data that on its own or combined with other pieces of data, can identify *you* as an individual... it can mean information about your:
>
> - race, national or ethnic origin,
> - religion,
> - age, marital status,
> - medical, education or employment history,
> - financial information,
> - DNA,
> - identifying numbers such as your social insurance number, or driver's license,
> - views or opinions about you as an employee.
>
> https://www.priv.gc.ca/en/privacy-topics/privacy-laws-in-canada/02_05_d_15/

The rules governing when personal information can be collected and how it can be used are not the same in the public sector and the private sector. In the public

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sector, public bodies can collect personal information *without consent* as long as it is authorized by a law that complies with the Charter and notice is provided to the individual. By contrast, in the private sector, express or implied consent of the individual is a requirement, with limited exceptions.

In a smart city, where sensors are embedded in roads, streetlights and public spaces, it becomes difficult, if not impossible, for private sector organizations to obtain meaningful consent from individuals. It can also be challenging for municipal governments and other public sector institutions to give meaningful notice to individuals.

There are also differences between how information that has been collected can be used. For private sector organizations, consent must be provided for specified uses. However, public sector organizations may be able to use information for uses that are consistent with the original purpose for collection. In the healthcare context, health information custodians generally, but do not always require consent to the collection, use and disclosure of personal information.

In a smart city, data often has greater value for the many additional uses that may not have been foreseen at the time of collection. One way data is different than physical resources is it becomes more useful the more it is used. Given the public-private partnerships that may be involved in a smart city, the differences in the privacy legislation applying to the different parties complicates the ability to collaborate on new uses.

Privacy by Design is a framework for safeguarding privacy developed by former Ontario Information and Privacy Commissioner Ann Cavoukian. It is now a global standard that has been adopted by the International Assembly of Privacy Commissioners and Data Protection Authorities.

The 7 Foundational Principles of Privacy by Design

1. Proactive not Reactive; Preventative not Remedial The Privacy by Design (PbD) approach is characterized by proactive rather than reactive measures. It anticipates and prevents privacy invasive events before they happen. PbD does not wait for privacy risks to materialize, nor does it offer remedies for resolving privacy infractions once they have occurred-- it aims to prevent them from

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occurring. In short, Privacy by Design comes before-the-fact, not after.

2. Privacy as the Default Setting We can all be certain of one thing -- the default rules! Privacy by Design seeks to deliver the maximum degree of privacy by ensuring that personal data are automatically protected in any given IT system or business practice. If an individual does nothing, their privacy still remains intact. No action is required on the part of the individual to protect their privacy -- it is built into the system, by default.

3. Privacy Embedded into Design Privacy by Design is embedded into the design and architecture of IT systems and business practices. It is not bolted on as an add-on, after the fact. The result is that privacy becomes an essential component of the core functionality being delivered. Privacy is integral to the system, without diminishing functionality.

4. Full Functionality -- Positive-Sum, not Zero-Sum Privacy by Design seeks to accommodate all legitimate interests and objectives in a positive-sum -- win-win -- manner, not through a dated, zero-sum approach, where unnecessary trade-offs are made. Privacy by Design avoids the pretense of false dichotomies, such as privacy vs. security, demonstrating that it is possible to have both.

5. End-to-End Security -- Full Lifecycle Protection Privacy by Design, having been embedded into the system prior to the first element of information being collected, extends securely throughout the entire lifecycle of the data involved -- strong security measures are essential to privacy, from start to finish. This ensures that all data are securely retained, and then securely destroyed at the end of the process, in a timely fashion. Thus, Privacy by Design ensures cradle to grave, secure lifecycle management of information, end-to-end.

6. Visibility and Transparency -- Keep it Open Privacy by Design seeks to assure all stakeholders that whatever the business practice or technology involved, it is in fact, operating according to the stated promises and objectives, subject to independent verification. Its component parts and operations remain visible and transparent, to users and providers alike. Remember, trust but verify.

7. Respect for User Privacy -- Keep it User-Centric Above all, Privacy by Design requires architects and operators to keep the interests of the individual uppermost by offering such measures as strong privacy defaults, appropriate

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notice, and empowering user-friendly options. Keep ituser-centric.

https://www.ipc.on.ca/wp-content/uploads/Resources/7foundationalprinciples.pdf

To create a smart city of privacy rather than a smart city of surveillance, Ann Cavoukian believes the most important rule to enforce is de-identification of data at source. De-identification is the general term for the process of removing personal information from a record or data set. De-identification protects the privacy of individuals because once de-identified, a data set is considered to no longer contain personal information. If a data set does not contain personal information, its use or disclosure cannot violate the privacy of individuals. De-identification at source means de-identifying at the point of collection, before the data is stored in a database or shared. De-identified data creates a win-win, because it unlocks the value of data sharing for public benefit without violating individual privacy.

However, de-identified data can be subject to de-anonymization attacks. In 2006, Netflix launched an annual open innovation competition to improve the prediction of user ratings of films. Although the data sets they provided for the competition were de-identified, two researchers from the University of Texas at Austin were able to re-identify individual users by matching the data sets with film ratings on the Internet Movie Database. Privacy concerns contributed to Netflix terminating the competition in 2010. A recent MIT study demonstrated that by combining two anonymized datasets of people in Singapore, one of mobile phone logs and the other of transit trips, 17% of users could be matched up with 95% accuracy.

In an interview with Ann Cavoukian, she recommended strong de-identification protocols in combination with a risk of re-identification framework. The risk framework would assess the risk and only give the green light for collecting data if the risk of re-identification was very low; perhaps only 1 chance out of 200.

A second risk associated with de-identified data is it is still possible to analyze, influence and discriminate against groups of people using de-identified data. There is currently no legal protection for groups until it can be demonstrated that an individual is impacted. While there is an emerging literature exploring the challenging topic of group privacy, currently there is no consensus on how to safeguard group rights.

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The Need for Equity

A third reason to govern the digital layer is that large pools of data and the algorithms that process the data are a source of power. The vast amount of data that is owned or controlled by the technology giants Facebook, Apple, Amazon, Netflix and Google is a significant factor in their market valuations. If data is going to be aggregated from the daily movements of citizens to create and capture new value we need to ask: are the benefits distributed fairly? How do the citizens, governments, and corporations that have built and populated the digital layer together share this new source of wealth?

One approach to these questions is to make all of the data open and free. Another approach is to assign all of the IP to a governing body like the trust. A third option is to create an IP sharing agreement.

Intellectual Property (IP) law exists to determine how to share value. When parties agree to pool data so that it can be used by others, according to Anthony de Fazekas there are five forms of IP that need to be addressed. In non-technical terms these are:

> Background IP: the Intellectual Property of a party that is owned or controlled by that party before the agreement, or created by a party outside the scope of the agreement
> Foreground IP: the Intellectual Property generated within an agreement
> Latent IP: Applications of Intellectual Property other than the specific purpose for which the Intellectual Property was created
> Arising IP: Intellectual Property that arises from a collaboration that was not expected at the time of the agreement
> Shared IP: Intellectual Property that is jointly owned or pooled between two or more parties

An IP and data collaboration framework could specify who owns the data, who can access it, how the value of IP is assessed, and how royalties are distributed to the owners of the IP. In Canada, the five superclusters are creating "frictionless" IP sharing agreements that could be a useful model for a data trust.

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The Need for Competitive Markets

Data gathered in cities can drive innovation and be a source of new economic opportunity. Because sharing data could unlock solutions to major problems, the companies who help to solve these problems will generate revenue and jobs. These solutions could make life better here in Canada and then be exported globally. Conversely, if Canada lags other jurisdictions in finding ways to responsibly share smart city data, the hubs of this new industry will emerge in other regions, and Canada will become a consumer of solutions, rather than a producer.

Data is also a source of competitive advantage for individual firms. If one company holds proprietary access to large data sets that other companies can't access, this could effectively create monopolies with prohibitive barriers to market entry. If as a society we decide to instrument our cities to collect data and solve problems, we need governance to avoid anti-competitive practices. Sharing smart city data so that many companies have access is better than having the data under the control of a single company. However, governance of shared data should also consider the private data companies have proprietary access to that may in combination with the shared data create an even bigger asymmetrical advantage. If this is not considered, the trust could end up over-regulating a startup and under-regulating a tech giant.

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Summary

In order to protect against data breaches and misuses; assure group privacy; advance equitable distribution of value; and promote economic competitiveness, a governing body is needed to steward the digital layer in the public interest. The governing body would make decisions about what data can be collected; what rules must be followed to protect privacy and security through the full data lifecycle; and what uses of data are permitted. The governing body would need to include channels for public participation and stakeholder consultation to ensure that everyone affected by their decisions has an opportunity to have their voice heard. There would also need to be an accountability framework to hold the governing body accountable to the decisions they make in the public interest.

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From the Citizen's Point of View

As a smart citizen considering if you want your city to be smart and your data to be shared, there are two sides of the coin: benefits/opportunities and costs/risks.

What's in it For Me? Benefits and Opportunities

As much as you love your city, there are likely things that frustrate you too. Overcrowded and inconvenient public transit. Increasing road congestion and expensive parking. Rising rents and mortgages. Disruptive construction and noisy streets. Wasted food, energy and resources. Areas of the city you don't feel safe. Changes to your neighbourhood you feel powerless to influence.

Imagine a city with more affordable places to live; safer and more vibrant places to enjoy; safer and more seamless trips from A to B; more efficient use of resources; and more ways to participate and have your voice heard. Smart cities that make use of responsible data sharing can improve your everyday quality of life.

What's the Catch? Costs and Risks

You're likely aware that all the free apps on your smart phone are not really free. When you download the app, there are terms and conditions you consent to that lets the company track personal information, such as your location and use of the app. What's happening to your personal data? Who has access to it for what uses? Who is making money from your data? How is your data secured against cyber threats? Can you request access to your data? Can you ask the company to delete it?

A smart city raises many of the same questions about the privacy and security of your data. One difference between a smart city and a smart phone is that a phone has an off switch. It's a lot harder to block the city from collecting your data as you go about your daily life.

As so many of the objects in our cities become embedded with sensors, computer chips and internet connections, it becomes impossible to consent to or even know about all of the data that is collected about you and how it is used.

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The modern city is placing an impossible burden on you to make decisions about all of your data.

What's the Answer? What a Civic Digital Trust Does For You

A civic digital trust provides a legal structure so that a group of people can look out for your interests living in a city in the digital age. They make decisions on your behalf about what data can and can't be collected and shared for what purposes. They make sure the data is kept safe and secure. They check the computer code that runs on the data to make sure it doesn't discriminate against or cause harm to anyone.

You will have a representative on the civic digital trust you can contact to share your hopes and concerns.

If the civic digital trust ever causes you harm by neglecting their duties, you can seek remedies in a court of law.

If you think the world needs innovative solutions to improve people's lives, and you also care about your privacy and security, we would encourage you to read this Primer to learn more about civic digital trusts.

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What is a Trust?

Irwin Law's Canadian Online Legal Dictionary defines a trust as: "An arrangement under which money or other property is held by one person, often a trust company, for the benefit of another person or persons. These assets are administered according to the terms of the trust agreement."

Trusts are set to provide stewardship over an asset. **Assets** held in trust are most often land or money, but can be established for anything of value, including intellectual property and data. There are three parties involved in a trust agreement. Each party can be a person, a group of people, an organization, or a community.

1. The **trustor** contributes property to the trust.
2. The **trustee** manages the trust.
3. The **beneficiary** receives the benefits of the trust agreement.

The most relevant type of trusts for our purposes are trusts set up to benefit a whole community.

> There are over 125 land trusts in Canada set up to conserve private lands and waters of environmental and cultural significance. The National Conservancy of Canada is a not for profit organization (the trustee) that receive donations of land from individuals, corporations and governments (the trustors) to conserve and restore land for the long term benefit of Canadians (the beneficiaries).
> Many First Nations, Metis and Inuit have established community trusts to oversee and manage Settlement Agreement or Land Claim Agreement funds. The Nunavut Trust has $1.8 billion of assets that are managed by six trustees. The trust has a mandate to invest the capital transfers from the Government of Canada (the trustor) to protect them from the effects of inflation and to provide income to the Inuit of the Nunavut Settlement Area (the benficiaries).
> Charities in Canada can be established as corporations, unincorporated associations, or as charitable trusts. The Muriel McQueen Fergusson Foundation is an example of a charitable trust. The goals of the foundation are to fund research and public education into the causes, incidence and

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forms of treatment of family violence. The foundation accepts public and private donations (the trustors) and is managed by a volunteer board and an Executive Director (the trustees) that provides grants to registered charities in New Brunswick in the area of family violence.

These examples demonstrate several different ways trusts can been set up to manage donated assets to achieve a specified set of benefits for a particular community.

Trustees and beneficiaries enter into a special relationship called a fiduciary duty. **Fiduciary duty** means the trustees are legally obligated to act in the best interests of the beneficiaries, rather than serving their own interests. For example, attorneys have a fiduciary duty to their clients, and board members of a corporation have a fiduciary duty to shareholders.

The most important duties for trustees are loyalty and prudence. **Loyalty** means acting in good faith for the beneficiaries, avoiding conflicts of interest, and not acting for the benefit of themselves or a third party. **Prudence** means acting with due care, skill and diligence.

Trusts provide beneficiaries with legal protection when they place their confidence in the trustee. If a trustee acts against the interest of the trust's beneficiaries or fails to declare a conflict of interest, a **breach** of fiduciary duty has occurred. If a breach has occurred and the beneficiaries have suffered damages, the beneficiaries are entitled to take action in civil court.

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What is a Civic Digital Trust?

A civic digital trust is a trust that is established to manage the digital layer of a smart city.

A civic digital trust is a trust that is established to manage the digital layer of a smart city. The **assets** the trustees are responsible for managing may include the physical infrastructure (sensors and data warehouses), code base (database, standards, processing structures and interface) and data that make up the digital layer. The civic digital trust may also manage financial assets to ensure the sustainable operation of the trust.

{% hint style="info" %} Why have we chosen to call this model a civic digital trust?

A more common name is a data trust. Following Andrew Clement, we have chosen to call it a *digital* trust to remind people that the digital layer includes many assets beyond data. Sharing only data significantly restricts the influence and therefore the potential effectiveness of a trust. Furthermore, focusing solely on data is insufficient, since data is not "owned" in the same way as other types of assets. What is being governed is the data flows and uses. Following Sean McDonald, we have chosen to call it a *civic* trust to emphasize the requirement to build civic participation into the governance of the trust. Civic means relating to a city or a town. The civic tech movement improves the relationship between government and the people through information technology, and is an important inspiration for this work. We think a civic digital trust should be inclusive, participatory and empowering, and that is what this name means to us. {% endhint %}

The **beneficiaries** of a civic digital trust are the residents, visitors, businesses, workers and institutions in a defined urban zone where data is collected. This could be a neighbourhood, a district, or an entire city.

The **trustees** are a group of people with a fiduciary responsibility to protect the interests of the beneficiaries. A civic digital trust would need to decide if trustees are elected or appointed. It would need to put in place governance structures including public accountability and participation structures.

The **trustors** are individuals, companies, agencies and governments who donate digital and financial assets to the trust. While the civic digital trust would own

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the digital assets, they may grant a licence to use the assets back to the trustors under the conditions of use established by the trust.

The **purpose** is the reason the civic digital trust is created, encoded in a mission and governing principles. The purpose should make it clear what value the trust is intended to deliver to its beneficiaries.

The diagram below summarizes the essential elements of a civic digital trust.

A civic digital trust must always be aligned to the specific data and digital assets at issue. Therefore, a trust that oversees public realm data (and possibly other data) from Quayside might have some unique features not seen in other civic digital trusts to date.

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Examples of Civic Digital Trusts

There are currently only a small number of working data or digital trusts in operation, and they have not yet been independently evaluated. With the rapid growth of the smart city industry, we anticipate the number of examples will also grow quickly and there will be many more case studies to learn from. We also expect the scope and scale of digital trusts to become increasingly ambitious. Because of the limited number of city examples, we also consider related applications of trusts for governing other data sets.

Barcelona

In this pilot, residents will use environmental sensors which record factors such as noise levels and pollution. The sensors will be located inside their homes and in their neighbourhood.
DECODE technology will enable them to share this encrypted data anonymously with their communities, on their own terms. DECODE provides tools that put individuals in control of whether they keep their personal data private or share it for the public good.

What Toronto can learn from this initiative: This pilot project will glean insights into the ability for a data trust to function, provide oversight and generate value for the citizens of the city. Barcelona's digital democracy software is a great tool for civic participation in government. This initiative has portals such as BCNOW to allow for open data visualization. The data being collected stems from the investment in IoT environmental sensors throughout the city and in home, where citizens can choose to opt-in and share their data.

Links:

DECODE Website
Nesta DECODE Report 2018
DECODE Pilots (Barcelona and Amsterdam)

London

As part of London's ambition to be the smartest city in the world, the Open Data Institute (ODI) and London have joined forces to develop pilots in Greenwich that will focus on real time data from Internet of Things (IoT) sensors (ig. energy use, parking space occupancy and weather) to create solutions to city challenges, while maintaining the privacy and security of

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Londoners.

What Toronto can learn from this initiative: The London initiative has several pillars on their roadmap to drive success of their vision of a smart city. An interesting area to learn and watch, is the development of the Office of Data Analytics (LODA), piloted in mid 2017, which will oversee the data sharing and collaboration of city data.

Links:

The ODI London Collaboration
Smarter London Together roadmap

The Silicon Valley Regional School Board

The Silicon Valley Regional School Board is working to tear down the silos between partners and other public agencies to create more value through safe sharing of personal data.
Sharing these data sets among previously siloed institutions, such as public school districts, public health, child and family services, mental health, juvenile justice and Education Technology companies, is allowing for a more robust understanding of contributing factors of student success and failure within the school system in Silicon Valley.

What Toronto can learn from this initiative: The SVRDT has created standards and principles for the agencies they work with to enrich children, especially those living in poverty. These standards and privacy methods hold these organizations to higher standards, which are balanced with the goals of collaboration to improve the student education experience.

Links:

Silicon Valley Regional Data Trust (SVRDT)
SVRDT Presentation
SVRDT Building Trust

Truata

Truata is a private partnership data trust between IBM and Mastercard. Set up as a trust, Truata offers a new approach to handling data anonymization and analytics to help organizations meet the standards of personal data protection envisioned by the GDPR. Truata offers

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its customers a service to fully anonymize data and provides analytic services to assist customers with tools, data insights, algorithms and reports that customers can use in their own products and solutions.

What Toronto can learn from this initiative: Understand the technical architecture and collaborative agreement for this private data trust partnership. While this is unlikely to be the right model for a civic digital trust, it can provide insight into the value proposition of data trusts for corporate data owners to participate in a civic digital trust.

Links:

Truata website
Truata Privacy Innovation Award
Financial Times, Mastercard and IBM to set up European Data Trust

Health Data Exchanges

In the field of health, trusted data exchange models have been developed in many different jurisdictions. In the US, the Nationwide Health Information Network was established in 2004 to improve the quality and efficiency of healthcare by establishing a mechanism for nationwide health information exchange. A critical component of the NHIN is the trust model that bridges a diverse group of public and private entities. This trust model provides a common foundation for privacy and security obligations, accountability and governance in the midst of varying diverse federal, state and local policies and laws. Health information exchanges gather private and personalized data for the patient's entire health journey, including physician visits, hospital services, other health practitioners and medication services. This allows health care providers more complete information to aid in the diagnosis and treatment of the patients.

Links:

Nationwide Health Information Network

What Toronto can learn from this initiative: With highly sensitive personal data, there are methods to share information across organizations to drive value for patients. With such highly personal data, what measure are in place to ensure the privacy of the patients and accountability of the entities to use the data ethically? How are caregivers provided access to patient health data?

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Aspirations for a Civic Digital Trust

Aspirations are statements about what we hope to achieve with a civic data trust. A clear and shared purpose helps focus and prioritize what data collection to allow for which public benefits.

Based on a literature review, we provided participants in the civic digital trust workshop with a draft list of aspiration. Participants added to the list and then voted on the aspirations they thought were most important for the City of Toronto. The top four aspirations identified by workshop participants were to:

1. Bring forward the voices of marginalized groups (inclusivity, justice and equity)
2. Promote local and Canadian economic development
3. Strengthen democratic governance and institutions
4. Create a strong community of engagement and empowerment

Other principles that were considered by workshop participants, but not ranked as most important, included:

Improve quality of life for residents and visitors
Ensure access and equity of public services
Improve affordability of urban life
Enhance public safety
Reduce the environmental footprint of urban settlements

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Have Your Say

What aspirations are most important to you? Complete this one survey question to have your say:

https://www.surveymonkey.com/r/RSTFDGY

Here are the survey results:

https://www.surveymonkey.com/stories/SM-BD6MGKJ8/

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Design Principles for a Civic Digital Trust

Establishing a civic data trust involves making many choices: Who should the trustees be? How are they selected or elected? How do they make decisions? What decisions do they have authority to make? How are decisions enforced? How are assets managed? What roles do governments and experts play? What laws apply? How can different laws that apply to different stakeholders be reconciled? How can citizens and stakeholders have their voices heard?

If aspirations provide a north star, design principles provide guidelines for making difficult choices. They can be useful for both establishing a civic data trust and for operating it. Design principles are most useful when they are specific and measurable. There should be no more than seven principles or they become too difficult to remember and to apply.

Based on a literature review, we provided participants in the civic digital trust workshop with a draft list of design principles. Participants added to the list and then voted on the principles they thought were most important. The top four principles identified by workshop participants were to:

1. Ensure transparency of the algorithms to understand their uses and impacts to users
2. Enable open dialogue and education around data sharing and uses
3. Ensure oversight and controls for data sharing
4. Provide open mechanisms for consent

Other principles that were considered by workshop participants, but not ranked as most important, included:

Enable citizen participation and consultation in how their data is used
Empower citizens to control access and use of their personal data
Protect the integrity and confidentiality of data against unauthorized and unlawful uses
Minimize the collection of personal data
Allow for user participation to enable the right to be forgotten, accuracy of

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information, and consented use of data.
Improve accountability for uses of data
Improve transparency
Not sharing data is an equally viable and desirable choice

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Have Your Say

What principles are most important to you? Complete this one survey question to have your say:

https://www.surveymonkey.com/r/WT9WP6C

Here are the survey results:

https://www.surveymonkey.com/stories/SM-J7BDBKJ8/

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Technical Architecture Options

The technical architecture defines how a civic digital trust works. A legal agreement is only as good as the trust's ability to allow the secure collection, storage and sharing of data, and to have oversight and insight into the algorithms that transform the data into real world uses.

The most significant choice of technical architecture is how centralized or decentralized the digital assets are held across the network. In this section we summarize five distinct architectures: centralized, semi-centralized, decentralized, open data, data marketplace, and data sharing agreements. This is meant to illustrate the variety of options, rather than be an exhaustive list.

Different technical architectures make sense for different purposes. In addition, different technical architectures will solve for different legal requirements, particularly where stakeholders who may contribute or use data are under different legal requirements. Selecting the best architecture requires clarity and precision about the specific purpose of the trust. For example, to achieve the purpose of enhancing public services, an open data architecture may best enable the local technology community to develop new insights, products and services. However, enhancing a subset of public services like health care delivery may not be achievable through open data architecture if there are legal restrictions on how hospitals can collect, use or contribute information. In these cases, a centralized architecture that reconciles legal requirements may provide the best technical architecture.

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Types of Data Sharing Models

Centralized Architecture

Description: With a centralized architecture, the governing body creates the database, standards, platforms and holds them locally. With a centralized platform the governing body has the greatest control of the management and enforcement of the assets held within. This is due to the fact that the infrastructure in place was built by the organization, creating ownership of the assets.

Data Access: The data within this centralized method is stored in one place, with the governing body granting access through a central point of access.

Data Analytics: The governing body creates unified standards that the data and platform utilize. This allows for the most powerful search, analysis and quality assurance of aggregated data

Costs: Heavy upfront costs building and maintaining the centralized repository. Low ongoing costs relating to maintaining the repository.

Change Management: The centralized architecture provides the greatest control of change management, but may also inhibit innovation. {% endtab %}

Semi-Centralized Architecture

Description: The semi-centralized data sharing platform is a hybrid between a centralized and distributed system. In practice, we have seen centralized platforms and infrastructure built by a governing body, with public and private institutions creating and maintaining their own sharable repositories of data which adhere to the governing body's principles and standards.

Data Access: A central portal or platform grants access to the multiple repositories of data.

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Data Analytics: Cross-repository searching and analytics, metadata and aggregate statistics can be developed by the central authority.

Costs: There are costs associated with developing data interoperability mechanisms and common usage policies. Ongoing costs include operating and maintaining the portal and administering policies.

Change Management: The semi-centralized architecture provides moderate control measures, as the governing body can make adaptations and improvements to platforms and standards, but will require some co-ordination to facilitate change across any decentralized repositories.

Decentralized Architecture

Description: In a decentralized system, the nodes of information are held with the various participating entities, and are all interconnected to encourage the sharing of their repositories for approved uses. In this system, the governing body creates standards and policies for all partnering entities to follow to ensure ease of access to information and the ability to utilize them. Each entity creates and manages their own repositories, and may provide their own individual platforms for data access.

Data Access: Access to each repository separately, but under a common usage or access policy and single approval.

Data Analytics: Because the data all held by various repositories, an index or catalogue is the only method to obtain data.

Costs: Initial costs are for the process to develop common usage and ontology. Ongoing costs include the management of the distributed ecosystem, the administration of policies and standards and maintenance of the repositories.

Change Management: The decentralized architecture provides some control measures, as governing body can create new standards, but will require substantial co-ordination to facilitate change across the repositories. Local innovation is easiest in a decentralized model.

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Open Data

Description: Common standards are created by an entity, collaboration, or group to create a repository of shared data. This method requires the exclusive use of non-personally identifiable information.

Data Access: Access to central repository with common usage, standards, access policy and single approval.

Data Analytics: Powerful search, analysis and high-quality assurance of aggregated data.

Costs: Initial costs to index and catalogue data and repositories. Little centralized costs and maintenance.

Change Management: Open data will require strong coordination across the system to have data sets in readable and usable formats. Open data also allows for open innovation. With open data, there is no ability to restrict or control its use.

Data Marketplace

Description: Neutral legal, tax entity, and platform that brings together buyers and sellers of data.

Data Access: Central database of repositories.

Data Analytics: Cross-repository searching and analytics.

Costs: Platform as a service: Build a central platform and point of access. Monitoring Service Level Agreements that achieve data quality.

Change Management: The data marketplace provides control of change management, as establishing entity can dictate terms and conditions. Data may require cleaning and adaptation by contributing entities.

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Data Sharing Agreements

Description: An agreement between multiple institutions to share data according to certain terms and conditions. Data sharing agreements identify the standards which govern the collection, storage, security, analysis, re-use, and destruction of data.

Data Access: There is granted access to repositories through the agreements of each institutions with dictated terms and conditions around the use.

Data Analytics: Search and analytics of the repositories are limited to the agreed upon data sets. Requires careful consideration and strategy to compile complementary data sets to extract value.

Costs: Low costs relative to other models, as parties are granting access to data repositories. Costs include staffing and expertise to clean and make use of the data.

Change Management: Low change management ability as agreements are typically narrow in scope for a specific purpose. Flexibility is inherent as new agreements can be created to better suit needs of an organization.

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Business Model Options

A civic digital trust could be housed within government; set up as a not for profit organization; or run as a for profit social enterprise.

Where should a civic digital trust reside? How does it sustainably resource its operations? How does it avoid conflicts of interest?

> The trust could be a new department within government or an arms' length agency of government. Governments already have representative democratic election processes, are stewards of the public interest, and it can be argued that politicians already have a fiduciary duty to their constituents.
> It could be a not for profit, either existing or established for the specific purpose of running the data trust. A neutral third party might have the least potential for conflict of interest beneficiaries.
> It could be a for profit social enterprise. A for profit corporation could be lean, agile, and generate sustainable sources of revenue while ultimately serving a higher public purpose.

An example of a relevant arms-length agency of government is the Toronto Public Library. It is the world's largest neighbourhood-based library with the mission to empower Torontonians to thrive in the digital age and global knowledge economy. The Toronto Public Library is governed by a Board appointed by Toronto City Council. The Board is composed of eight citizen members, four Toronto City Councillors and the Mayor or his designate.

An example of a relevant not for profit is Code for Canada. Code for Canada is a national nonprofit that connects government innovators with the tech and design community. Their programs enable governments to deliver better digital public services and empower communities to solve civic challenges using technology and design. Code for Canada runs Civic Hall Toronto, which enables government innovators, entrepreneurs, nonprofits and community to share, learn and collaborate. Code for Canada has a privately appointed nine member Board of Directors.

An example of a relevant for profit enterprise is T4G. T4G is a privately held values-based company and certified B Corporation with offices across Canada. T4G builds intelligent software and provides advanced analytics services.

These examples are merely illustrative of a range of possible business models.

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We do not intend to imply that any of these organizations are considering establishing a civic digital trust. Each of these business models has different strengths and weaknesses, which are summarized in the following table:

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Types of Business Models

	Government Department or Agency	Not For Profit Organization	For Profit Social Enterprise
Applicable Privacy Legislation	Freedom of Information and Protection of Privacy Act or Municipal Freedom of Information and Protection of Privacy Act	Personal Information Protection and Electronic Documents Act (only if the not for profit was engaged in a commercial activity)	Personal Information Protection and Electronic Documents Act
Control and Enforcement	Government agency as regulator to ensure shared citizen data use does not violate privacy laws. End users must still comply with minimum legal standards applicable to the end user.	Internal process. Compliance with regulatory standard. Entity can remove participation of data user and potentially enforce rights in court. End users must still comply with minimum legal standards applicable to the end user.	Subject to regulatory oversight. Compliance with regulatory standard. Entity can remove participation of data user and potentially enforce rights in court. End users must still comply with minimum legal standards applicable to the end user.
Data Providers	Government collected Data Public/Private partnerships	Government collected Data Public/Private partnerships	Collective/ Conglomerate
Data	Government Citizens Local businesses	Government Citizens Local businesses	Usually, Collective or Conglomerate But could include

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User	Private Sector in general	Private Sector in general	Government, Citizens, Local Buinesses, Private Sector in general
Value Generated	Sharing data for the public good, improvement of quality of life for citizens (greater individual and collective benefit). Informed economic decisions. Infrastructure and resource efficiency Development and prototyping of new solutions Enables more competition of services for consumers	Enables "reciprocal relationships between the public (the trust), technology companies (the licensee), and technology stakeholders (the users or investors or contributors or public)" More democratisation of data (not just government or large private companies) Creates strategic partnerships	• Flexibility and responsiveness to changing technologies and trends
Monetization Model	Limit data that can be made open Social value exchange	Limit data that can be made open	Limit data users (stakeholders)

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Risks	Governments currently lack the skills and resources Technical solution effectiveness and data breach concerns Slow uptake/progress in meaningful sharing of data by private sector Resistance of citizens to share data- lack of trust	Missions of private/public are often competing End-User identity profiling. Multiple overlapping data rights, specifically PII data. Data sharing agreements unclear on data publishing decisions. Technical solution effectiveness and data breach concerns Sector specific data risks and unintended consequences, eg. healthcare Slow uptake/progress in meaningful sharing of data	Absence of social mission/ disconnect with data subjects Commercial and legal risk for private entities involved Public trust needs to be established
Barriers	Limitations on how to achieve effective legal use of PII data. Data control and access among multiple competing	Lack of established business models Need for long-term vision and commitment: Potential change in organization if technology/	Changing regulatory environment - limit risk and exposure to shareholders

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stakeholders. Lack of established business models	priorities change

Interviews with subject matter experts emphasized the models of oversight for the trust needs to have representation from many stakeholders to balance the interests of the public sector, citizens and businesses. One interviewee thought that only residents should have a seat at the table. Another said that if you only have residents, the trust becomes just another consultation process: all influencers need a seat at the table to create a genuine negotiating space.

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Monetization Strategies

A civic digital trust requires significant resources to cover the cost of ongoing operations. Below are common methods to extract value from underlying business assets that are commonly used in today's digital economy.

- Freemium
  - A business model where a product of service has both free access (usually limited in functionality) and a premium version (unrestricted access) that allows users to test or utilize the functionality as needed.
  - Collective public private contribution of data sets for access other data repositories (open data, de-identified data sets, etc.)
  - This model of value capture is dominant in the mobile Apps. Typically free to download the basic version and any upgrades or further access require payment
- Subscription Model
  - A recurring fee for continued service or access
  - We see this model prevalent with digital assets from hosts such as Netflix and Spotify
- Fee for Access
  - Users can pay a fee for access to the products and services of a business This model is starting to emerge for online web access to news articles, by charging fees to non-subscribers
- Pay-Per-Use
  - A metered service, where the user of the product or service has access and charged for the interactions when used
  - Typically seen in cloud-based SaaS (Software-as-a-Service) models
- Social Value Exchange
  - Value exchange does not have to be monetary. Private institution might gain access in order to provide better public services
- Third Party Pays
  - Government, philanthropy or corporate sponsors may cover the costs of operations

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Concerns and Open Questions

During the civic digital trust workshop, we formed a breakout group to discuss limitations and concerns with the digital trust model. This section groups and lists the topics that were discussed and questions that were raised by the group.

Structure and Formation

Legislation in Ontario and potentially other jurisdictions is limited to allow the creation of a legal trust with open-ended beneficiaries, so new legislation maybe required to set up a new kind of legal entity.
Reaching agreement on use with diverse stakeholders is challenging. The draft aspirations and design principles will require trust participants to go significantly beyond mandatory legal recruitments. This includes voluntarily entering into a joint legal agreement(s).
The digital trust model is too abstract and immature to know how it really works yet. Therefore, most of the feasibility and viability issues are determined on a case by case basis rather than being repeatable.
Why will people and businesses submit data to the trust? Whats in it for them? Are the defaults: Explicit opt-in (automatically in) vs. opt-in (choice to be in) vs. opt-out (in automatically with options to opt-out)? Is there an ability to opt-out of collections (no-go zones)?
Who would gain value from trust? Who would be compensated? Businesses that generate data vs data-driven organizations: what are the models for equitable sharing?

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Scope

What data is in and what is out? What is allowed use and what is not? What is the scope of authority for the trust? Who is accountable? What are the lines of communication with public, private sector and government? These are hard questions to get consensus on. To meaningfully address some uses the algorithms will need to be in scope.

Some of the concerns raised in a smart city that a trust might address relate to pre-existing private-market activity, such as mobile and consumer services data that might be combined with public realm data. For a trust to be effective, would it actually be given enough scope with respect to legal agreements and allowable uses to be useful? Can it address the broad spectrum of existing activity which maybe hard to define, agree and get participation for?

Geographic scope is hard to enforce and may not be a meaningful basis for determining scope of the trust, especially where the same data is collected under different consent agreements and for other uses outside of that geographic area. As the trust scales, geography is a less useful definition of scope than data content types and allowable uses.

If the beneficiary group is widely defined as any citizen or visitor to a zone in the city, who is allowed to bring action against the trust on their behalf and how?

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Governance Challenges

Data in a trust is likely to have been collected under different consents or legal regimes. It is unlikely the multiple legal regimes can be harmonized. By voluntarily bringing data into the trust there is the need to clarify which has legal regime has precedence for the trust.

There will be significant cost and overhead for the trust to fulfill its duties. There must be a sustainable model to cover these costs for the long term.

The trust will require specialist resources.

Different allowed uses by the trust may require opt-in versus opt-out by individuals / data subjects.

The trust will have to manage in an environment where meaningful consent may not realistically be achievable. Constructing measures to uphold the interests of data subjects and beneficiaries will require strong due diligence and clarity with regulators. While this has been achieved in healthcare for example, the established practices and understanding of risk versus collective benefit has yet to be fully understood and practical steps will need to be developed.

Must trustors fully cease ownership of data? Might they retain full ownership while handing over control, determination of allowable use, and enforcement of allowable use to the trust?

When a trustor donates data and/or code to a civic digital trust, what risks and legal obligations are also transferred to the trust?

Inclusive governance and decision making. How to manage different obligations with respect to private and public data? There is a potential for compliance rather than impact as central objective. How is compliance enforced?

The trustee needs to know what the interests of the beneficiaries are -- so civil representation will be critical -- such as through citizen representatives.

The potential of a data trust is in creating an additional fiduciary requirement on the trustees to manage data and algorithms in the interest of the beneficiary. However, for that to be the case the beneficiary needs to be actually able to hold the trustee to account or enforce their interest. This means the beneficiary needs to know of a wrong; have the technical capacity to prove it; and then the financial capacity to enforce it.

Is a data trust less agile than more collaborative cross-sector data for good projects?

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Technical Challenges

If the scope of the trust is only a legal framework with no technical controls it may become harder for the trust to enforce. In practice, it may end up as a more retrospective validation or audit process, rather than fully pro-active management body.

Technical controls make the tracking and enforcement of allowable data uses more realistic. However, such technology will add operating cost to the trust and create the need to integrate those technical controls with the technology used by the trustors and licensees, which imposes a cost of participation on them. Given the current state of the art in data use audit and tracking, some significant further development may also be required for sufficient functionality to be widely available.

Will the technical architecture of the trust be secure? What are the risks of re-identification?

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Have Your Say

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In summary, there are many practical questions that still need to be answered before a civic digital trust could be established.

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Use Cases: How a Civic Digital Trust Could Work

In this section, we explore particular uses of data within a smart city that can create public value. The purpose of creating imagined scenarios of use is to have a conversation about data sharing that is more relatable to everyday life. The details of each scenario draw on earlier discussions in the Primer (including different technical architectures and business models), putting the theory into practice.

The scenarios are illustrative, rather than realistic. They are not endorsements or recommendations of any particular civic digital trust model. We hope they get you thinking about what data you personally are and are not willing to share, for what uses, and how a trust could help.

We developed four use cases around key elements of smart cities to imagine how a civic digital trust could function in each scenario. Participants in our civic digital trust workshop created a fifth scenario to provoke discussions around the vast amount of data that is already being collected about us from our use of digital technology.

Utilities and Consumption
Currently, the utility consumption and appliance data within citizen's homes and the broader building data is primarily siloed and not shared broadly to utilize network effects of the data. In a connected world, how can we create a trusted sharing environment for better use of this data to improve building efficiency, increase safety for tenants and hit environmental targets?

Adaptable Building
With smart cities integrating elements of live, work and play into unified spaces, we are challenged to better understand how to balance these elements. With the use of technology we can capture the utilization of spaces like never before. How can we balance the need for privacy with generating the data needed to improve the spaces we live in?

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Mobility
As cities continue to densify, the challenge of moving people across the city and neighbourhoods becomes evident. In a hyper- connected world there are opportunities to stitch together multiple types of data to create deep insights into the movement of humans. *Data from our travel habits, transit utilization, heat mapping the travel patterns of the city can be used to better move through the city, how can we enable this?*

Smart Health Assistance
There is a rise of preventative medicine, wearable technologies and access to information. We have great insights into our bodies and health that typically stays within our health apps and associated companies. Connecting that data to health services, emergency services can yield improvements to speed and efficiency of receiving treatment. How might we foster this collaboration to improve citizen health?

Enabled Citizen
We are currently living a life that generates mass amounts of data that is utilized by major technology companies. Our location, habits and preferences are well known and documented and that data is being used to influence our behaviours, enhance current products and services as well as develop new ones. *How can we enable citizens to regain control and manage this data effectively?*

These use cases can help have a focused conversation around what data is needed to make these scenarios, to further understand how the citizen will be affected and what the composition of civic digital trust will be. Through the development of the use cases, we have challenged our interviewee's to think through these dynamic situations and test the limits of what types of data are needed, how they will be collected, how this information will be used and who will have access to it. Overlaying potential civic digital trust models on top of these data uses allows for discourse around the strength of the model, where it fails and where it adds value. The use cases forthcoming, have gone through initial iterations but are still applicable to continue to test and have discussions around.

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We encourage you to ask tough questions and provide input around the viability of the data trust in these contexts, the ownership and enforcement models that would allow for unbiased innovation, and to question the types of data needed and how its captured.

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Sharing Energy Usage Data



Initial Use Case

In this connected future, buildings and homes will be better equipped to understand the usage of utilities in their homes and businesses. Citizens and owners can access this data and insights generated by third parties to make better choices around how they use these services and utilities. This information can be shared to users to benchmark against similar individuals or families to better understand their utility consumption footprint against theirpeers.

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Data and Their Uses

Data Use	Data Needed	Data Capture Methods
Automated home and building management systems	Personal unit and business activity data. Occupancy data, Internal environmental data (sound, temperature, humidity etc) Weather and weather forecast data	In-home sensors (eg. Ecobee sensors, occupancy sensors) weather & weather forecast data feeds
District level optimization of energy system (storage, renewables)	Building utilization and consumption data Historical and projected usage Weather data Large appliance/ HVAC systems data	Building sensors Building Energy meters and submeters Building Automation Systems
Benchmarking and performance insights to home owners	Personal unit and business activity data Large end use appliance energy consumption data Whole building energy consumption data Self reported demographic data (e.g. how many people live at home etc.) to build consumer benchmarking profiles	Building and unit energy meters and submeters In-home sensors (eg. Ecobee sensors, occupancy sensors) end-use meters plug-load meters building energy reporting repositories

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Targeted marketing for energy efficient products, conservation programs andrebates	Personal unit and business activity data Large end use appliance energy consumption data Self reported demographic data (e.g. how many people live at home etc.) to build consumer benchmarking profiles Self reported appliance information (# and types of of appliances, age of appliance etc.)	In-home sensors(eg. Ecobee sensors, occupancy sensors) end-use meters plug-load meters

There are three broad categories of data that will be needed to make buildings more energy efficient, healthy and comfortable. First, utility consumption data will be collected at a per unit and building basis from devices like smart meters, home and office accessories and sensors (e.g. Nest smart thermostats). Appliance and plug-load sensors can also aid in collecting device usage for items like your refrigerator, washing machine, and electric vehicle (EV) charging stations. Second, personal demographic data will be collected to segment usage and will be captured through building records and personal reporting (e.g. surveys). Last, environmental data, such as temperature and rainfall data will be collected to provide proactive mechanisms to reduce energy consumption.

To enable these uses, the following actors will be involved in collecting, sharing and using the data: building managers and owners, public utility companies, private energy management service companies, local technology companies, citizens and business owners.

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How It Works

This Civic Digital Trust will need to balance key stakeholders through this new means of sharing data. To balance the public and private interest in this use case, the civic digital trust could be managed by the public library. The public library has a long history of stewarding and sharing information for the public interest. Decision making about the trust's standards and purpose will be through a democratic process that includes citizens from the neighbourhood and the broader region. Experts, including academics from universities, will be engaged to inform the citizen decision-makers about the potential benefits and harms of data sharing. Enforcement of the decisions made by the trust happens through government oversight by the privacy commission. Data will be decentralized, as many ecosystem players will need to be present to create value for major efficiencies.

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What We Heard

Changes to the Trust Model

Participants developed a concept of layered management of the civic digital trust. Higher levels of personal data could be managed by an increasing presence of and role for citizens. Personal and home data would be best managed with a jury of citizens supported by experts to account for the private nature of the data. In contrast, public or neighbourhood building data could primarily be managed by the library, as presented in the initial use case, with voices of citizens and government to bring additional perspectives.

Decision makers should include broader stakeholder groups, including not for profit entities and an ethics board to provide advocacy from their domains of expertise.

Government was viewed as the right institution to manage the enforcement, but participants were aware of the potential power dynamic and looked for a transparent process for enforcement and right-to-audit.

New data and data uses

Data uses need to have clear terms of use and purpose to ensure 'good' behaviour of the data users.

Participants are cognizant of the power dynamics that may arise if landlords, utility companies, and private entities are privileged with too much information without sufficient regulations and standards to limit their influence in pricing and access to basic necessities (shelter, water, electricity, etc.).

Participants considered opt-in features for service discounts (e.g. for energy efficiencies). They also considered no-choice opt-in features for social obligation data (e.g. sensors for security and safety of a building).

Have Your Say

https://www.surveymonkey.com/r/8DLJ6YY

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Summary

Important questions were raised around whether and how users would have the ability to opt-in to provide their data. Or would that choice would be made by the device or sensor provider that has aggregated data for that particular consumer segment, facility, or community? In the latter instance, what recourse do residents have to opt-out from providing their information to the trust? Does this capability need to exist if the data provided is aggregated and/or anonymized at source?

Commercial buildings often have a more complex dynamic, where some appliances and sensors are hard-wired into the building by the owner of the building, but it is actually the tenants who utilize the building and therefore the data generated represents their use. In these instances it can often be more complex to understand whose data is being collected, analyzed and shared, especially if the use case warrants getting consent or offering opt-out capabilities to the tenant or building owner.

If the public library is to manage the civic digital trust, key questions were asked around education and skills development at the public library. These gaps and education needs will need to be more fully defined if these options are to be considered in the future.

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Sharing Building Space Data



Initial Use Case

With the emergence of live/work/play spaces in smart cities, builders need to carefully manage the co-existence of these three realms. Collecting data in these spaces will create both benefits and potentially new risks for landlords, tenants and businesses, ranging from noise complaints to space utilization rates of businesses. With modular building design, spaces can be dynamically optimized to meet the changing space needs (amount and quality) of tenants.

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Data and Their Uses

Data Use	Data Needed	Data Capture Methods
Landlordâ€™s would maximize revenue by minimizing vacancy	Space utilization rates Demographic trends Space requirement forecasts Seasonal impact on utilization rates Demand and vacancy rates across city, neighbourhood	Computer vision Smart sensors Self reported user space projections aggregated data sources on real estate vacancy rates by city, neighbourhood etc.
Business tenants could adapt the space to meet their needs (up, down or in terms of quality).	Space requirement forecast data Space utilization data Demographic data of users Business growth data and forecasts	Computer vision Self reported data on business forecasts User surveys
Better law enforcement (noise complaints)	Environmental data (noise, smell data)	sound sensors that capture decibellevels but do not record the

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		sounds, voices etc
Better emergency services (smell of natural gas, location of people stuck in a building during a fire)	Environmental data (noise, toxicity data) Air quality data	smoke, smell and toxicity sensors air quality sensors temperature sensors (esp. extreme weather events)

The data required in this scenario includes: data from the citizen's unit, the building, and from the local businesses located in these buildings. These personal sources and sensor data from citizens' units includes sounds, smells, toxicity and occupancy data. These sources extend to common spaces within the building as well at an aggregated level between buildings. For resident businesses, energy data from major appliances and machinery, utilization and spatial data, foot traffic, and historical and forecasted business projections are required.

These data sources can be collected through various sensors that can capture noise, sound, visuals or data through computer vision, air quality and toxicity. Data from appliances and end-use plug loads capture energy usage. Self-reported business forecasts are needed, and supplemented through Point of Sale systems and financial applications.

This information will be useful for the building owner and managers to better utilize their space and adjust fair market value rents. Local businesses will be able to better manage their business by aligning their space requirements and budgets to appropriate spaces.

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How It Works

This trust is managed by a private sector corporation. They won a contract to provide impartial management of the trust for the purpose of efficient building management and tenant safety. Key decision makers will consist of citizens and tenants of the building, informed academics and experts. This mix of stakeholders provide perspectives on the livability of the community. A third-party enforcement mechanism will be in place to determine a social license to continue engaging with the use of the trust.

What we Heard

Changes to the Trust Model

Owners and managers of the civic digital trust must include a Business Improvement Area (BIA) or Condo Board representative to allow for alignment of the local interests in these spaces.
The stakeholder jury should expand to include perspectives from the tenant board, government and citizens outside of the local area.
Enforcement of the trust needs to incorporate legislation and policies, with the third party enforcement to extend beyond the rules of law and seek proactive recourse from entities that do not adhere to the standards of the trust.

New data and data uses

Purpose-driven collection of data is paramount. This means having a clear understanding of what the purpose of the data is used for and also the technology to capture only the data required.
Data must reside within Canada, but we must recognize and understand the potential politics at play by restricting data and residency within Ontario for multi-national corporations.

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Have Your Say

https://www.surveymonkey.com/r/87M8FG7

Summary

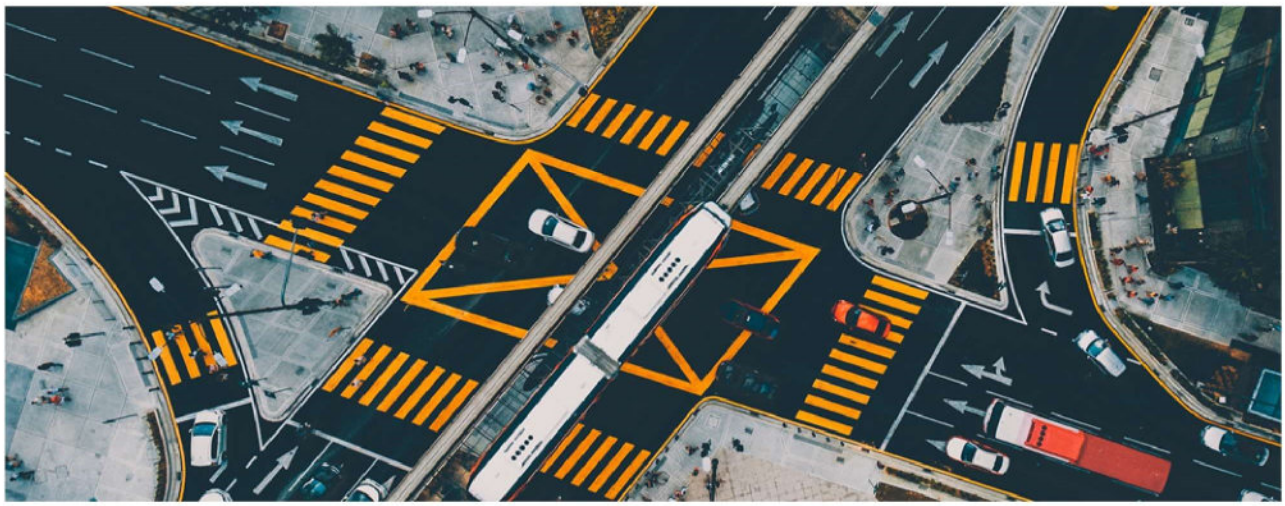
The data and insights generated in this use case can benefit both commercial building owners and managers, as well as tenants to dynamically transform building use to maximize utilization rates and revenue.

The granular data and insights generated from this use case could however generate new challenges around managing access and equity around how decisions are made around who gets to use these spaces.

Given that this use case provides the building manager the power to allocate space up or down for a potential tenant using data and analysis of the space, new regulations and best practices may be needed to protect tenant interests and/or to determine how space is allocated when the building owner and the tenant don't agree on how much space should be allocated for their use.

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Sharing Mobility Data



Initial Use Case

Mobility within cities has been a challenge for cities and citizens alike. Data on movement can help cities better manage the traffic of vehicles and pedestrians, especially during peak times of congestion. With a digital layer of the city, deep insights on live movement data can be collected from both citizens and sensors from the environment to better understand, manage, model and regulate traffic flow.

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Data and Their Uses

Data Uses	Data Needed	Data Capture Methods
Support better urban design, safety and planning requirements	Geospatially referenced traffic movement data (speed, mode, time) Road Accident data Current and forecasted urban infrastructure data Current and forecasted demographic data	Traffic sensors Emergency vehicle data City planning data & models Statistics Canada data and models
Realtime traffic management & even public transit dispatch based on traffic flow	Geospatially referenced real-time traffic movement data (speed, mode, time) Smart infrastructure data (e.g. from traffic lights, sidewalks, cross-walks) Public transportation fleet, availability, capacity data and location data	Traffic sensors GPS data Smart infrastructure Public transportation fleet and operator data
Innovative mobility service offerings that address market gaps	Geospatially referenced historical and/or real-time traffic movement data (speed, mode, time) Smart infrastructure data (e.g. from traffic lights, sidewalks, cross-walks) Public transportation fleet, availability, capacity data and location data	Traffic sensors Smart infrastructure Public transportation fleet and operator data Emergency vehicle data

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	Road Accident data Current and forecasted urban infrastructure data Current and forecasted demographic data	City planning data & models Statistics Canada data and models
Improve safety through improved enforcement (red lights, speeding etc.)	Camera data Speed data License plate data	Traffic cameras Speed sensors Ministry of Transportation
Faster provision of emergency services	Geospatially referenced traffic movement data (speed, mode, time) Road Accident data Geospatially referenced real-time traffic movement data (speed, mode, time) Smart infrastructure data (e.g. from traffic lights, sidewalks, cross-walks)	Traffic sensors Smart infrastructure Emergency vehicle data

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Travelling through a city we generate several types of data that through transportation infrastructure, and we also generate personal data. Understanding the citizen's journey through the city as well as how their journey compares to the aggregated population can provide great insights. This data can be collected through current devices and applications on phones, such as directions in maps, upcoming appointments in calendar, and movement data through GPS. Traffic flow and management systems can capture data through sensors to track road utilization, types of vehicles (ie. transit, biking, scooters, walking). Adding in weather and environmental data collected through sensors will add another dimension to understand how people move through the city under various weather conditions.

This information will be valuable to many organizations. Major mobility players, including local and regional mobility agencies, mobility technology players and platforms, transportation planners and urban planners to better manage traffic and congestion in the city. Other users of this data include emergency services, venture companies, and navigation platforms.

How It Works

The civic data trust will need to incorporate the views of many stakeholders for the benefit of moving people more effectively and keeping pedestrians safe. A non-profit organization would be in a position to keep citizens best interests top of mind. Decision making ability will consist of a collaborative jury, including representation from citizens, government, private corporations, and academics. The enforcement mechanism would be a transparent enforcement process, where government legislation would be the standard with ability for the body to have the right to audit to ensure active compliance by organizations.

This data will be held in a semi-decentralized structure, with much of the infrastructure and public data sources held locally with public institutions. Private sector data will be stored via open cloud services. The trust will help open the data to collaboration with public agencies, the local innovation community and private institutions to foster innovation in this space.

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What We Heard

Changes to the Trust Model

If government data is to be incorporated into a digital trust, then government needs to be part of the decision making group around what uses that data could be used for. Government would also need to retain the right to audit what its data was being used for.
Specifically define that the 'Types of Data' includes data provided by private sector actors.

New data and data uses

There was an initial assumption among users that the data under consideration was only public sector data. Therefore, there was an initial view that this data should be made available as open data, so that it does not give any one party monopolistic advantage in accessing the data.
Later in conversation, a need was identified to specify that the data trust would also include data from the private sector. Law enforcement uses generated a fair amount of discussion, with concerns expressed around predictive policing and policing bias, if there was now a way to tie an identity to a vehicle (based on real-time license plate detection) even before the vehicle or driver violated a rule.

Have Your Say

https://www.surveymonkey.com/r/897RJYX

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Summary

There was a strong need expressed to consider data de-identification at source by default, where use case specific exceptions. For example, for law enforcement purposes data cannot be de-identified at source.

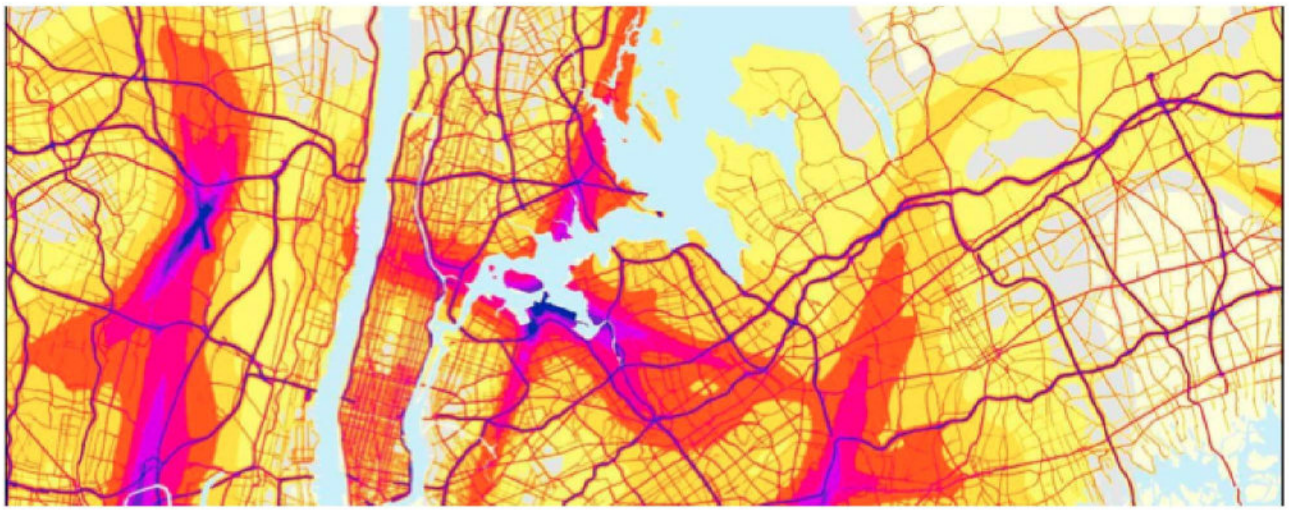
There was general consensus that given the volumes of data involved around mobility data, it would be better to have a decentralized model for data storage, which could then be pulled from as per the rules of the data trust. This would ultimately also be more secure and efficient in terms of data management.

Standardization and indexing of data will be critical to the usability of the data given the different types of providers of the data, both across the public and the private sector data holders

Given the various scale of geographies at which mobility is undertaken, there was also a view that the answer to what and how mobility data is managed within a trust would be different. For example, the answer to what and how mobility data is shared within my community will likely not be the same as a national scope mobility trust.

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Sharing Health Data



Initial Use Case

Preventative medicine and constant health tracking from wearable devices create a shift in the way cities can provide emergency and preventative health care services. Utilizing the ability to track vitals through wearables enables better identification of people at risk during extreme heat or cold, power outages or natural disasters, and helps better route and allocate ambulances and emergency services to hot spots. Better preventative health outcomes and policies can also be achieved through integrated analysis of environmental and personal health data-sets.

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Data and thier Uses

Data Uses	Data Needed	Data Collection Methods
Provide better emergency response once falls are detected in homes with seniors	user health data sensor data to detect falls/impact user data	user health data from assisted living or care provider motion and impact sensors self reported user data
Preventative care and/or support for seniors, patients at risk of overheating or cooling in extreme weather events	weather & weather forecast data in home temperature, humidity, air quality data medical	geospatially referenced weather data feeds in-home sensors for temperature, humidity, air quality data from patient's

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	device & monitoring data user health data user data	medical device & monitors user health data from assisted living or care provider self reported user data
Remote monitoring supports aging in places safely and reduces burden of health care system	medical device & monitoring data user health data user data in home temperature, air quality and humidity data	data from patient's medical device & monitors user health data from assisted living or care provider self reported user data in-home sensors for temperature, air quality, humidity

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The data needed in this scenario is a combination of personalized data as well as aggregated data of the population. Personal data includes activity tracking, vitals, in-home sensors, medical devices data and health records. With the prevalence of wearables and their increasing sophistication, much of this data can be captured. In this scenario, personal medical equipment and health agencies are able to integrate their systems for deeper insights into the health of the individual. Aggregated population health data can be gathered through personal sources and health agencies to provide demographic trends that can provide more responsive emergency services. Weather and environmental data will be useful in predicting and locating potential problem areas and can be captured by sensors throughout the city.

There are many potential users of this data. Health researchers and emergency services will generate benefits for the health and well being of citizens. Citizens themselves will be able to understand their personal health in better ways and make healthier choices. Private institutions, health practitioners, and urban planners can utilize this data to make better decisions of their products, services and patient care.

How It Works

Health is a case of utmost privacy, and we put the onus on government to take the lead to manage and direct the choices of permissible data use. Government has developed enhanced capabilities to manage the data, provide security and usage access to the trust for improved health outcomes. A hybrid government with citizen jury would be present to further make decisions of the trust, with input from expert academics to provide insights and recommendations based on current and future trends of the industry. A separate government entity would be responsible for enforcement of the civic digital trust's permissible data uses.

Highly sensitive data, such as personal medical records and information from medical devices would be held directly in trust. Personal health data captured from wearable devices from private organizations will be stored domestically with decentralized integration into the trust.

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What We Heard

Changes to the Trust Model

A more collaborative approach was recommended by participants. A collective multistakeholder group of citizens, government and community groups will need to collectively manage the civic digital trust.
Citizens would be the driver of the decision making within the trust, with experts informing the decision making process.
Enforcement needs to have an agency to be a proactive regulatory body. Policies and legislation are too reactive and an agency would be a method to be able to regulate more effectively.

New data and data uses

Additional data uses were developed that were more future focused. Precision medicine and health services would be enabled with cross-institution data sharing, where the individual is better known in the health system. Health incentives and preventative health trends would be enabled with both public and private sector integration utilizing step and activity tracking to align fitness goals and promote a healthy lifestyle.
Anonymized data capture is top-of-mind for the public for aggregated demographic trends and public realm data.

Have Your Say

https://www.surveymonkey.com/r/8VWYF25

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Summary

We already have a number of health entities that are and/or could be charged with managing access to digital health records. However, most do not include formal, multistakeholder decision making bodies. More thought should be given to how these existing health actors can be better leveraged to meet market needs and/or provide guidance to a potential civic digital trust.

Given that the majority of health sector data is managed by government and public sector entities, some serious thought should be given to whether they have the requisite expertise and capacity to provide the data needed for enabling the emerging digital trust use cases.

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Combining Consumer and Public Realm Data



Use Case Developed in the Workshop

The average person checks their phone every 12 minutes, which adds up to 80 times per day. Data generated from these and other digital interactions dwarfs the amount of data currently collected by cities. It provides insights into individuals' lives at a level of detail and breadth never before possible. Individuals must provide consent for all the services used and data collected. However, full awareness of the data collected and its uses is impossible for anyone to keep up with. As data from those services is combined, the ability to create super-profiles of individuals' lives and movements increases and the risks of re-identification and commercial misuses increase.

This set of data and associated commercial uses and re-uses in themselves are a use case for a data trust to be able to assist consumers with consents and ensuring data is actually used in their best interests. Further, what if such depth of consumer behaviour data is able to be used with additional data collected from the public realm?

This case study is not one that we had prepared for the participatory workshop. It was one that emerged from participants who wanted to study "the elephant in the room" - all of the data that is already being collected about us.

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As with all of the other use cases outlined, there is the potential for a heightened level of consumer profiling for targeted advertising and physical and digital service customization as a result of their health data, use of energy and buildings or mobility services. While some consumers may welcome that, the risk of marginalization of those unable to participate - or exploitation of those with no choice but to participate - may also occur. This use case is set within the wider context of a move towards a broader societal understanding and involvement in data; and of corporate responsibilities and accountability in the digital age.

How It Works

This wider scope for a trust is defined in terms of the individual and the rights to data about them, rather than being defined by geography. It presents important considerations for how to define the trust and if a trust can cover such a breadth:

> All third parties collecting any data for those within the geo-fenced area of the trust would be subject to the rules and obligations of the trust. This would include data for those that live, work or visit the area
> Should that trust have a regulatory role on behalf of the citizens of that geo-area for managing the data those citizens produce? With this wider scope, the trust would be an initial test case for a broader governance mechanism on behalf of consumers.
> The consumer could be presented with an additional consent option of accept, reject or let the trust manage and assure the selected use of data. Would the trust then be better able to address the competitive disadvantages that new service providers face due to the massive existing consumer profile data held by incumbents?

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What We Heard

This level of existing data aggregation and use by private industry is seen as the elephant in the room. As a result in this use case the trust would have the fiduciary has responsibly not just for the data being collected from the new devices in the public realm, but from existing ones (ATM's, phones, cars, fitbits, etc.). Individuals would be able to sign up for the service the trust offers (opt in) and the trust would have the authority and resources to handle the data on their behalf.

For a service provider to get access to the data gathered from their own their devices, they would have to agree to a license agreement or to have their data open. So contractually that starts to open up an individual's data sets through that individual's control, managed on their behalf through the trust, to other service providers and level the commercial playing field.

This model would allow an experiment of how to resolve what is today an impossible situation of each us as individuals to manage our own data plus those from new sensors in the environment.

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Broad Citizen and Stakeholder Engagement

During the civic digital trust workshop, participants identified some next steps for engaging citizens and stakeholders in a broader conversation. This section summarizes their advice.

Who we need to Engage

Broad engagement by the citizens of Toronto, public and private sector is needed to help shape this complex and important topic of data governance. Looking to all these stakeholders for input and feedback will require a substantial effort to understand the motivations and concerns of each. Large projects tackling data governance, such as the DECODE effort in the EU, provide an example on how to engage the public utilizing strategic pilots to create engagement, test technologies and platforms, and gather feedback.

Citizens at the Centre

Through the development of the civic digital trust, there must be citizen representation at all stages. Because the trust will provide stewardship of data generated from the activity of citizens, the citizens themselves should be the primary beneficiary that we design this trust around.

Governments, regulators and public agencies should be the conveners and facilitators of this conversation, as they have formal authority and a duty of care. These stakeholders are fundamental to the conversation and will need to be in close collaboration during the process.

Key Stakeholders

We recognize that there are categories of stakeholders that will need to be consulted and included in this process.

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Experts and Academia

Domain experts and academics on the forefront of digital governance, data, privacy, and civic participation will need to be consulted to provide the latest evidence to inform design of the trust.

Community Educators

The community educators are the linch-pins in various community groups. These are the not for profits and community groups like Open North, Digital Justice Lab, and MaRS to name a few, that have a pulse for their community to be able to voice those perspectives, as well as provide domain expertise in their field. Whether its the voices of the start-up communities, open data and governance initiatives, or inclusive innovation, participants said we need to have more of these voices involved in co-creating potential solutions.

Innovators

The innovators include the local civic and urban technology community. It is important to have their perspectives to ensure the models of data governance does not put them at a disadvantage compared to multi-nationals that already conduct business here in Canada.

Policy Makers & Conveners

This group of policy makers needs to be in close proximity to the project for two reasons. First, the civic digital trust will need to operate within the legislation and rules governing privacy and acceptable uses of data. Secondly, we see the legislation and trust models as complementary pieces, and must work together to provide proactive protection of citizen data and privacy.

Community Groups

These are the citizens in prominent groups in the city. Youth, local community groups, are actively solicited to partake in research studies, and contribute to the city they would like built. Toronto is a very diverse community of individuals from many different races, social statuses, and we must continue to capture their voices to make sure as we design smarter cities.

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Core Service Providers

These stakeholders include entities that provide core services to the city. Included are the telecommunication providers, utility companies, emergency services and essential services, like hospitals and education providers. Many of these industries are undergoing transformations with the emergence of technology, and having these stakeholders in these discussions will help identify uses of data that may need to be considered in future prototypes.

At Risk of Being Forgotten

These are the citizens that typically do not have prominent voices in Toronto. Currently, informed citizens around this topic are engaging through round table discussions and workshops, but many more are still forgotten or disengaged in this process. A few groups we should work hard to include: new Canadians, refugees, individuals experiencing homelessness, individuals with mental disabilities, unemployed, pregnant mothers, individuals in poverty and individuals living in an analogue world with no technology. It is important to solicit feedback from these groups to ensure the diverse voices in Toronto are being captured, and that a civic digital trust works for the benefit of all.

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Prototyping Civic Digital Trusts

Prototyping a civic digital trust has been identified as an opportunity to explore how a potential smart city civic data trust could operationalized in Toronto. A limited and narrowly defined civic digital trust prototype offers a unique opportunity to dramatically reduce the potential risks, costs and time required to extract the key learnings that are critical for advancing the exploration of a civic digital trust in Toronto. Workshop participants developed the following considerations.

Selection Criteria

Key criteria for selecting a use case for prototyping should include the following considerations:

- Have a strong use case that drives the prototyping exercise (North Star use case)
- Generate compelling public value and wide public interest
- Connect both public and private sector datasets
- Look at using high quality data-sets to manage costs
- Use less sensitive datasets to reduce the risk of experimentation

Participants recommended developing a use case that explores data that is collected in the following four different scenarios:

- Data collected from public spaces
- Data collected in private spaces
- Data collected from semi-public spaces (hotel lobby or private parking lots)
- Data collected from cell phones (which was identified as a unique enough data source that it needed to be considered separately)

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Possible Prototypes

Deciding what use case should be tested first was a challenging exercise to consider. Some ideas to consider were:

Understand critical issues that underly the dataset needed for the use case before selecting it
Limit the number of datasets used but consider going deep into the planned and unplanned uses of the data
Develop a use case that can leverage existing projects that are capturing and analyzing high quality data sets. An example used in the mobility sector was around the use of data that was being collected for the King Street pilot.

Resourcing

Key resources that would be needed to develop a prototype include:

Key stakeholders with a well defined use case that can be unlocked through existing datasets
High quality standardized data sets
Key public and private sector stakeholders
Key users of data set for defined use case
Independent expertise across multi-disciplinary sectors (legal, data protection, public interest, etc.)
Funding for supporting all aspects of prototype design, execution and evaluation

Evaluation

Establishing whether a prototyping exercise was successful could be established through the following key factors:

The achievement of key metrics and design principles as defined at the start of the prototyping process
Establishing whether the:
Data users still want to continue to use the data
Data subjects still want to have their data used
Establishing whether the use case and associated architecture can be expanded beyond the prototype geography
Understanding whether citizens understand the value that a trust is providing

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Developing Alternative Data Sharing Models

A breakout group during the civic digital trust workshop discussed alternative ways to share data other than through a trust. Workshop participants and secondary research has identified the following options.

What are the Alternative Legal models

There are many existing models for how to agree the use of data between multiple private and public organizations and all of which have many variations specific to the situation. For the purpose of briefly comparing alternatives to a data trust we shall simplify somewhat by thinking about how different models vary based on:

1. How the data use agreements are structured in terms of the interests of one party versus being structured in the interests of many parties or the wider public interest
2. If enforcement of the terms of data use is internal to the parties to the agreement or if there is external enforcement to uphold the wider consumer or public interest

Data licenses

Many data use arrangements between two single organizations are handled as data licenses allowing the other party to make use of data for a specific purpose.
This model is framed entirely around the needs and interests to the licensor or licensee, and any public good at stake has to be captured in the application and use by the licensee.
Enforcement of appropriate data use is only between the two parties upholding their respective interests

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Data Sharing Agreements

Data Sharing agreements allow the exchange and use of data between multiple parties and typically include licensing provisions on IP and allowable uses by all parties using the data and any common commitments to contributing data and other resources.
This model is framed around the collective needs of all the parties sharing data
Enforcement of appropriate data use is only between the set of parties in the sharing agreement.

Data Cooperatives, Joint Ventures and Partnerships

A cooperatives, partnerships and joint ventures creates a set of agreements between participating organizations to manage the combined set of data in the interests of those contributing partners or members not just the needs of one or two organizations alone. This model extends into ensuring the business interests or outcomes are upheld and it may even create a distinct entity to manage that common interest. Agreements can become more complex in covering multiple contributing partners, their separate and joint interest in their individual IP individual and new IP form combined data and uses.
These models are all framed around the shared needs and interests of the data contributors within the cooperative, joint venture of partnerships as well as some common goals they are all seeking to achieve be those commercial or public interest goals.
Enforcement of use is still up to the set of parties in the data sharing agreement

Data Collaboratives

Data Collaboratives are a new form of collaboration, beyond the public-private partnership model, in which participants from different sectors—in particular private-sector actors – exchange their data to create public value. Data collaboratives are an emerging model for unlocking the value of corporate data to find new, innovative, and data-driven solutions to combat public problems.
The agreements now become framed around the wider outcomes and beneficiaries rather than the needs of the participants themselves

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- Enforcement of agreements and data use is still between the parties in the data collaborative

Ethics boards

Ethics boards have long been used in research situations where the use of data in the wider public or scientific interest needs to be considered and decided, where there are potential implications on individuals.
The agreements now become framed around upholding wider ethical considerations, managing risk and undue harms as a result of data and its analysis.
The ethics board itself may now have a direct enforcement mechanism on the user of the data such as to halt use, remove funding or professional designations etc.

Designated organizations

Designated organizations are a model often used in health care or other personal record situations such as education or welfare where consent cannot always be meaningfully obtained but the data is critical to the delivery of services, such as healthcare, in the interests of the individual or when used in aggregate the population at large. In these cases specific legislation defines what those designated organizations can hold, who can have access and for what purpose and the controls that much be in place.
The agreements that determine data and its use are framed in the interest of the individual and wider population
Most designated organizations are subject to specific oversight and enforcement mechanisms appropriate to the nature of their work and their sector.

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Where do Civic Digital Trusts fit Alongside other Solutions?

A Civic Data Trust would fit at the top of both spectrums. The agreements on data use are framed in interests of the wider public interest and potential data subjects or individuals who's consent cannot meaningfully be obtained in advance or for all uses. The trust model provides for an explicit enforcement mechanism against members of the trust, but additionally against the trustees if they are not acting in the interest of the beneficiaries (subject to them being able to use that enforcement).

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General References

Reference	Description
Jack Hardinges, What is a Data Trust?	A broad survey of the data literature that summarizes five different ways to think about data trusts: A data trust as a repeatable framework of terms and mechanisms. A data trust as a mutual organisation. A data trust as a legal structure. A data trust as a store of data. A data trust as public oversight of data access.
Jack Hardinges, Defining a Data Trust	Special project at the ODI around how to increase access to data while retaining trust. Article revolves around four key areas when thinking about a data trust. Applying the legal trust concept to data The motives of a data trust can be both good and bad Protecting against poor uses of data and supporting good ones Piloting a data trust
Bianca Wylie and Sean McDonald, What is a Data Trust?	
Sean McDonald and Keith Porcaro, The Civic Trust	
	Nesta, a global innovation foundation focused on solving the big challenges of our time. The following are a few blogs around the issues of data, privacy and innovation.

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Nesta Blogs	"Eight smart cities that are restoring privacy and empowering citizens with data" "Striking a balance: Data protection vs. Data Driven Innovation"
GovLab	GovLab, improving people's lives by changing the way we govern Data Collaboratives Data Responsibility

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Technical References

Dame Wendy Hall and Jérôme Pesenti, Growing the artificial intelligence industry in the UK	An independent review on how the Artificial Intelligence industry can be grown in the UK. The report made a widely referenced recommendation to establish a data trust and provides a high level description of how it could operate.
Quyet H. Cao et al., A trust model for Data Sharing in smart cities	A study focused on data usage transparency and accountability and propose a trust model for data sharing in smart cities, and a mechanism to enhance transparency and accountability for data usage.
Zaheer Khan et al., Towards CloudBased Smart Cities Data Security and Privacy Management	The framework in this study aims to provide end-to-end security and privacy features for trustable data acquisition, transmission, processing and legitimate service provisioning

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 1, 2019 11:04 AM
To: Tippins, Shawn (INFC)
Subject: 0d16a56b-310e-4e45-a877-b36a65fd112e.pdf
Attachments: 0d16a56b-310e-4e45-a877-b36a65fd112e.pdf

Hey – can you save this article wherever it makes sense? Relevant to the MIDP assessment.

Thanks ☺

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Published | Publié: 2019-02-28 09:20 (EST)
Received | Reçu: 2019-03-01 09:21 (EST)

Financial Post

Here's how the proposal would work

Sidewalk Labs, a subsidiary of Alphabet Inc. — the parent company of Google — has proposed to develop a smart mixed-use waterfront neighbourhood in Toronto.

As part of its plan, Sidewalk has revealed that it is considering investing in new transit infrastructure and has proposed using future property-tax revenues to recoup such investments.

The company's plans have met with reservations: The idea of a large corporation, or its subsidiary, laying claim to a share of tax dollars has alarmed many.

These concerns come on top of earlier questions about who will own the data that Sidewalk Labs plans to collect about the people who will live, work, or pass through its planned waterfront development.

The company's plan to use what is known as Tax Increment Financing (TIF) is contributing to the public anguish, in part because the concept is not widely understood.

STORY CONTINUES BELOW

Sidewalk Labs would like to build Light Rail Transit (LRT) using TIF. It doesn't help that, at least in Toronto, the previous election promises to build public transit (Smart Track) using TIF met with little success.

Understanding just what TIF is and how it works is key to assessing whether it is an appropriate tool for funding an LRT and other infrastructure along Toronto's eastern waterfront.

Let's assume that the public sector invests in improving infrastructure at a particular place. As a result, the land and property values appreciate. Subsequently, the area attracts additional investments from the private sector, which further increases the appreciation in land values.

The government designates the place as a TIF District and freezes the property taxes at the assessed values before the investments took place. Over time, the municipal governments continue to receive the fixed property tax revenue using the base period assessed value. Any incremental increase in property tax revenue over time, say 30 years, accrues to the TIF Authority that applies the receipts to service bonds and debentures issued earlier to build the infrastructure.

Once the TIF designation is over, the property tax revenue based on current market valuation reverts in entirety to the municipal governments.

If all goes according to the plan, TIF works out. But in many other cases, TIF has run into trouble.

A 2016 paper (co-authored by Murtaza Haider) published by the Institute for Municipal Finance and Governance (IMFG) at the Munk School at the University of Toronto, explained the workings of TIF. It showed that TIF largely works for small projects under specific economic conditions.

The paper reviewed dozens of TIF implementations in the U.S. and found three enabling conditions. First, mixed land use developments were more successful in achieving marginal increases in property tax revenue than single-purpose land uses. Second, the timing mattered: TIF projects initiated during recessions were less likely to be successful.

And finally, smaller TIF projects that intended to generate under $500 million in TIF revenue were more likely to succeed. Examples of multibillion-dollar TIF projects were few and far between and often met with significant challenges in generating sufficient cash flow, as economic conditions could change drastically over 30 years.

The IMFG paper "found only two examples of TIF where the amount of debt raised was in excess of $1 billion. In both instances, TIF revenue fell short of the forecasted amounts because of the prevailing market conditions, which affected property values."

There were no precedents on the scale of the $6 billion Sidewalk Labs has indicated it intends to raise through TIFs.

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While this doesn't mean Sidewalk's proposal can't work, it does suggest governments are in uncharted territory when dealing with a project of such scope, and should proceed cautiously.

If service delivery costs over time increase at rates higher than the inflation rate, municipal governments could face challenges delivering the same level of services with restricted budgets.

In addition to TIF, Sidewalk Labs is also proposing to use another method to raise funds: land-value capture, which would allow it to charge other developers and landowners a share of the increase in land values resulting from its investments.

While it will be a challenge for the company to establish that it "caused" the land values to rise beyond the level to which they would have otherwise risen, the setting of such a precedent could have unintended consequences, if other developers sought the same right.

The Sidewalk Labs proposal offers possibilities to reimagine the urban space and try innovative financing tools. It is the job of the governments to do due diligence to ensure that public interest is guarded along the way.

Murtaza Haider is an associate professor at Ryerson University. Stephen Moranis is a real estate industry veteran. They can be reached at www.hmbulletin.com.

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ATIA - 19(1)
ATIA - 20(1)(b)
ATIA - 20(1)(c)
ATIA - 20(1)(d)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 1, 2019 3:12 PM
To: Tippins, Shawn (INFC)
Subject: FW: FYI - Working Group on CV/CV
Attachments: Government Briefing on Mobility MIDP Chapter December 8, 2018.pdf

FYI

From: Faraday-Smith, Nancy (INFC)
Sent: March 1, 2019 1:09 PM
To: Williams, Tushara (INFC)
Subject: RE: FYI - Working Group on CV/CV

Hi Tushara,

Thanks for sharing. I'd definitely appreciate being kept in the loop and if there's anything I can do to be helpful on my side, please don't hesitate to reach out. [redacted]

Nancy

From: Williams, Tushara (INFC)
Sent: March 1, 2019 12:59 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: FYI - Working Group on CV/CV

Hi Nancy

I wanted to let you know about a working group that I am co-chairing with the FCM on the Digital and Physical Infrastructure needed to prepare for the vehicles of the future. ISED and Transport set up a series of expert working groups and asked a number of GoC officials to co-chair them. The goal is to prepare a short report that will be then submitted to ISED and Transport. They set up about 5 little working groups that will explore a specific thematic area under Automated and Connected Vehicles.

I am telling you about this working group in particular because I thought you would want to know that Sidewalk Labs is a part of it. See below for the full membership list. I didn't pick the members. ISED and Transport did this. I am simply co-chairing it. We haven't met yet. I will continue to keep you in the loop as things unfold.

Tushara

Infrastructure Canada	**Tushara Williams, Director General, *Co-Chair***	tushara.williams@cana
Federation of Canadian Municipalities	[redacted]	
Toderian Urban Works		

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University of Sherbrooke	[redacted]	
Canadian Urban Transit Association		
University of Calgary		
TTC		
Volkswagen Group Canada		
Trainfo*		
Sidewalk Labs		
City of Calgary		
City of Toronto		
City of Vancouver		
Federal Observers		
Transport Canada	Ken Moshi, Senior Program Policy Analyst	ken.moshi@tc.gc.ca
Secretariat	Lilianne Lebrun/Chris McKaig (TC)	lilianne.lebrun@tc.gc.c christopher.mckaig@tc
	Keegan Muldoon (INFC)	keegan.muldoon@can

Tushara Williams
Director General / Directrice générale
Strategic and Sectoral Policy / Politiques stratégiques et sectorielles
Infrastructure Canada
180 Kent St. Ottawa, ON K1P 0B6 / 180 rue Kent, Ottawa K1P 0B6
tushara.williams@canada.ca
Telephone / Téléphone: 613-957-4337

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Pages 622 to 629
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act*

****

Les page 622 à 629
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information

Cariaga, Flordeliza (INFC)

Subject:	ISED/INFC touch base
Location:	151 Yonge St. - 4th floor
Start:	Tue 2019-03-05 10:00 AM
End:	Tue 2019-03-05 11:00 AM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Faraday-Smith, Nancy (INFC)
Required Attendees:	Regier, Thomas (IC)
Optional Attendees:	Ahmed, Amal (IC); Tippins, Shawn (INFC)

Hi Thomas, Amal –

Looking forward to seeing you both tomorrow. For interest, attached is a deck that I plan to use as the basis of our update.

Best, Nancy



From: Regier, Thomas (IC)
Sent: March 1, 2019 3:35 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Ahmed, Amal (IC) <amal.ahmed@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: in T.O. on Monday/Tuesday

151 Yonge Street
Southeast corner of Richmond and Yonge. Our building is under renovation, so the main door on Yonge is boarded up, but there's a temporary door a little further south (not as far as GoodLife).

We are on the fourth floor.
You'll need to sign in at the reception desk. And we have Boardroom B reserved. If you want to come earlier to have some office time, I can make sure the room is available earlier.

Thomas

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: March 1, 2019 3:33 PM

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To: Regier, Thomas (IC) <thomas.regier@canada.ca>
Cc: Ahmed, Amal (IC) <amal.ahmed@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: in T.O. on Monday/Tuesday

10:00 is perfect. I've been before but can't recall. If you could send the address that would be great. [redacted]

From: Regier, Thomas (IC)
Sent: March 1, 2019 2:58 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Ahmed, Amal (IC) <amal.ahmed@canada.ca>
Subject: RE: in T.O. on Monday/Tuesday

Amal and I can meet with you Tuesday morning at 10:00.
Have you been to our office before?

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: March 1, 2019 10:46 AM
To: Regier, Thomas (IC) <thomas.regier@canada.ca>
Cc: Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: in T.O. on Monday/Tuesday

Super. Perhaps sometime around 9:30 or 10:00?

From: Regier, Thomas (IC)
Sent: March 1, 2019 10:45 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Wilson, Karen (IC) <karen.wilson@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Lehman, Mark (IC) <mark.lehman@canada.ca>
Subject: RE: in T.O. on Monday/Tuesday

Hi Nancy –

Tuesday morning works for me. And I'll see who's around to join us.

From: Lehman, Mark (IC) <mark.lehman@canada.ca>
Sent: March 1, 2019 10:29 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Wilson, Karen (IC) <karen.wilson@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; Regier, Thomas (IC) <thomas.regier@canada.ca>
Subject: RE: in T.O. on Monday/Tuesday

Hi Nancy, thanks for reaching out. Unfortunately I am not free those times, but I'd like to suggest that you both still come by and meet with Thomas Regier and perhaps a member or two of his (policy) team, if he is free. I know he is in Ottawa today, [redacted] but perhaps Tuesday will work.
Mark

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: March 1, 2019 9:52 AM

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To: Lehman, Mark (IC) <mark.lehman@canada.ca>
Cc: Wilson, Karen (IC) <karen.wilson@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: in T.O. on Monday/Tuesday

Hi Mark,

I hope your winter has been going well. [redacted]

It's been a while since I've touched base and I know we had talked about opportunities to brief you and anyone on your team about Waterfront Toronto/Quayside/Sidewalk Labs. I realize this is last-minute but I'll be in Toronto early next week with my colleague Shawn and have time on either Monday (between 10:30-12:30) or Tuesday (between 9:00-11:00) if you were interested in finding an hour to have a chat.

For interest, we'll be attending a "Civic Lab" on Monday afternoon that Waterfront is hosting with MaRS regarding civic data trusts, an approach that is being considered in relation to data governance at Quayside, and elsewhere. Details attached.

Best,
Nancy

Nancy Faraday-Smith

Acting Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
nancy.faraday-smith@canada.ca / Tel: 613-948-9481

Directrice intérimaire, Direction générale des investissements, des partenariats et de l'innovation
Infrastructure Canada / Gouvernement du Canada
nancy.faraday-smith@canada.ca / Tél. : 613-948-9481

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Toronto Waterfront Revitalization Initiative

Quayside Update

January 2019

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Overview

Recap

- What is Waterfront Toronto & Quayside Objectives

Master Innovation and Development Plan (MIDP)

- Pillars
- Process to date
- Federal touchpoints
- Timelines and next steps

Questions

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What is Waterfront Toronto?

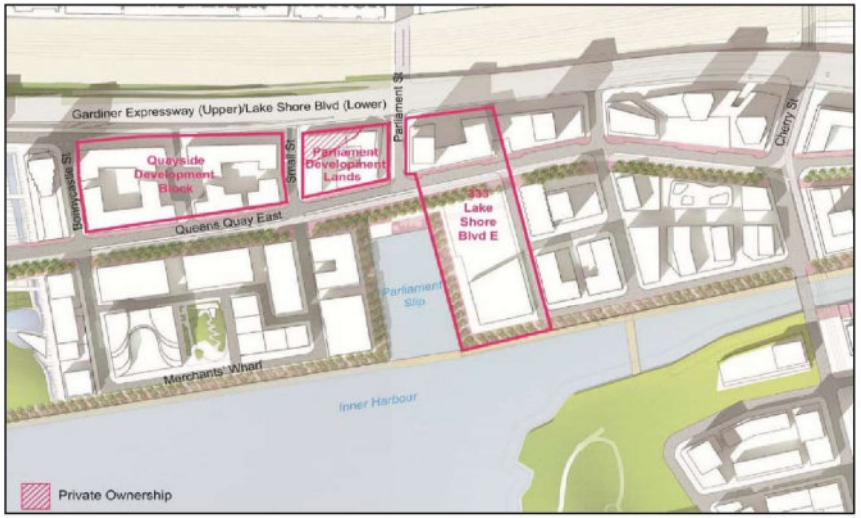
- **Arms-length not-for-profit agency** established in 2001 by Canada, Ontario and City of Toronto (formally exists under provincial statute)
- 25-year mandate to lead and implement Toronto Waterfront Revitalization Initiative (TWRI) to enhance economic, social and cultural value of land in designated waterfront area
- Tri-government body led by an independent Board
- **Intergovernmental Steering Committee** (IGSC) a focal point for management and coordination on matters related to TWRI – current IGSC Chair held by INFC DM Gillis
- Major Waterfront projects currently include Port Lands Flood Projection and, in partnership with Sidewalk Labs, the proposed **Quayside development**

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Where is the Quayside site?

A 4.9-hectare (12-acre) development site situated along Toronto's eastern waterfront, within walking distance of the central business district







Port Lands Flood Protection Project area is next to Quayside site

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Waterfront's Objective for Quayside

- **In 2016:** Waterfront recognized an opportunity to advance ambitious sustainability and innovation mandates in Quayside
- Wanted to bring on a partner with a fresh vision on addressing pressing urban challenges – climate change, affordability, creating jobs and prosperity – while also having the financial capacity to fund the planning process
- **March 2017:** Waterfront launched RFP seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future; selection of Sidewalk Labs announced in October, 2017
- **July 2018:** Waterfront signed a Plan Development Agreement (PDA) with Sidewalk that sets-out basic terms and principles for developing a Plan for Quayside

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Sidewalk's Vision for Quayside

- A people-centred community combining innovative urban design and new digital tech that addresses some big challenges facing cities, e.g. energy use, housing affordability, and transportation



- Will also explore "at scale" development proposals that could be rolled-out on Toronto's eastern waterfront

Sustainability

Complete Communities

Prosperity

Partnership & Investment

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Quayside MIDP

- Sidewalk has been engaged by Waterfront to bring forward proposal for Quayside in the form of a **Master Innovation and Development Plan (MIDP)** founded on several "pillars" – not just a data play

MIDP Pillars	
SUSTAINABILITY Climate positive community	**COMMUNITY & CITY SERVICES** Close-knit, health community with seamless access to vital daily services
PUBLIC REALM Designed for the entire region, vibrant year-round	**HOUSING AFFORDABILITY** Inclusive, affordable communities for people of all ages, abilities and means
MOBILITY Competitive, safer alternatives to the private automobile	**DIGITAL PLATFORM** Open digital infrastructure that inspires innovation
BUILDINGS A built environment that is more usable, efficient and affordable	**PRIVACY & DATA GOVERNANCE** A new standard for transparent, accountable and responsible data use

"…Sidewalk Toronto will transform Quayside into a thriving hub for innovation and a community for tens of thousands of people to live, work, and play. This project offers unprecedented opportunities for Canadian innovators and will create thousands of good, middle class jobs. The new technologies that emerge from Quayside have the potential to improve city living – making housing more affordable and public transit more convenient for Canadians and their families."

Prime Minister Justin Trudeau, October 17, 2017

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MIDP Process to Date

Expert & Public Engagement

Digital Strategy Advisory Panel (DSAP)

- Arms-length body created in April 2018 to provide Waterfront with objective, expert advice on responsible data and technology use for Quayside, including data governance aspects of MIDP
- Integrating efforts with other experts and groups (MaRS, Toronto Board of Trade)

Waterfront Civic Labs

- Bringing experts from tech, government, academia and private and non-profit sectors to provide feedback on considerations applicable to Quayside project

Tri-government Context Briefings

- Hosted by Waterfront for tri-government senior officials as MIDP is being developed

[redacted]

Sidewalk Public Roundtables

- Four roundtables to date covering MIDP workplan, public realm, streets, buildings, site plan, sustainability, affordable housing, social infrastructure and digital governance

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MIDP - Federal Touchpoints

- Consideration of Quayside proposal expected to involve multiple touchpoints across federal government, including with respect **infrastructure and innovative finance**



Innovative technology uses
ISED, INFC, OPC, TBS,

Data governance / IP
ISED, StatsCan, OPC, TBS, INFC

Funding transit & other infra
TC, INFC

Autonomous vehicles
ISED, TC, INFC

Affordable housing
CMHC, ESDC, NRCan

Sustainability
NRC, NRCan, ECCC, ISED, INFC

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ATIA - 21(1)(a) ATIA - 21(1)(b)

MIDP Timelines & Next Steps

- Complete draft MIDP to Waterfront expected in spring 2019 –
  - 3-volume document comprising:
    - development plans at different scales
    - innovative technology solutions
    - business terms and financial approach to implementation
- Public consultation draft to follow – engagement through summer 2019
- 'Final' draft for Waterfront Board consideration targeted for September 2019
- Waterfront Board must endorse the plan before it can be adopted and implemented

[redacted]

- As it is a plan, should it advance, individual components brought forward for implementation will be subject to multiple City approvals and provincial/federal regulations as appropriate

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 6, 2019 10:39 AM
To: Mitchell2, Lisa (INFC)
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC; Tippins, Shawn (INFC)
Subject: Notes for Bilat
Attachments: Draft Agenda March 22 IGSC.DOCX; FW: CCLA open letter to PM, Premier and Mayor on Quayside

Lisa –

For your bilat with the DM here are some notes below.

On the question of the Canadian Civil Liberties Association letter (included in email attached), Waterfront has released a response as follows:

> *Sidewalk Labs only has permission to develop a proposal for Quayside that will be subject to a thorough, transparent, and extensive evaluation process. This process will include all three levels of government, external subject matter experts, and extensive consultations with the general public. Should it be approved, no part of the proposal can be implemented without meeting federal and provincial regulations, as well as receiving municipal planning and zoning approvals.*

[redacted]

---

1. IGSC agenda

- See attached and link below
- You will want to seek her endorsement of the Agenda so we can quickly circulate to government partners and Waterfront
- You could remind her that this is the last IGSC meeting she'll be chairing and that we've been working to make sure Ontario is ready to take over the role at the next meeting (date TBD)
- We are working towards a March 15th deadline to get briefing package to DMO

[redacted]

2. This week's meetings in Toronto

- **Civic Lab on Monday on Civic Digital Trusts**
  - Hosted by MaRS Innovation and Waterfront; led by 3rd party moderator
  - About 60-70 participants. Broad representation from public, academia, provincial and city governments and some DSAP members; ISED also sent a rep
  - Range of presentations by academics, lawyers, City, Waterfront and MaRS
  - Purpose is to feed into research MaRS is pulling together on the use and structure(s) of Civic Digital Trusts
  - MaRS will prepare a report based on discussion

[redacted]

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ATIA - 21(1)(a) ATIA - 21(1)(b)

[redacted]

Hope this is helpful. Let me know if more is needed.
Nancy

Draft Agenda March 22 IGSC.docx:
https://gcdocs.gc.ca/infc/llisapi.dll/app/nodes/1487633
iOS Mobile: x-otm-as-cs16://?launchUrl=nodes/1487633

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ATIA - 21(1)(b)

Agenda
Toronto Waterfront Revitalization Initiative IGSC
March 22, 2019

Toronto City Hall, 24th Floor large boardroom, East Tower, and by Teleconference
1:30 – 3:30 PM

Local Dial In: TBC, Conference ID: TBC

1. **Welcome Remarks and Introductions** - Kelly Gillis, Deputy Minister, INFC (5 min)

2. **Approval of November 13, 2018 IGSC Minutes –** All (5 Min) – Decision Item

3. **WT Financial Update –** WT Chief Financial Officer Lisa Taylor (20 Min) – Information Item
   - *Borrowing consent extension*

4. **Port Lands Flood Protection Update –** WT Chief Project Officer David Kusturin (10 Min) – Information Item

5. **Quayside –** WT Chief Development Officer Meg Davis (60 Min) – Information Item
   - *Dashboard: timeline & milestones, including release of draft MIDP to governments*
   - *Digital Strategy Advisory Panel*
     - *Activities and way forward*
   - *Communications Update & Next Steps*

6. **Follow-up to Ontario AG Report –** WT Chief Strategy Officer Marissa Piattelli (15 Min) – Information Item



DRAFT

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From: Faraday-Smith, Nancy (INFC)
To: Marchildon, Caroline (INFC); Hobbs, Joshua (INFC)
Cc: Eyre, Jennifer (INFC); Mitchell2, Lisa (INFC); Tippins, Shawn (INFC); Campbell, Glenn (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: FW: CCLA open letter to PM, Premier and Mayor on Quayside
Date: March 5, 2019 11:58:00 AM

Caroline, Josh:

This morning the Canadian Civil Liberties Association (CCLA) posted an online letter to the PM, Premier and Mayor challenging the constitutionality of the Quayside project – that the RFP went out before public consultation – and signalling that they are contemplating litigation on this matter (see below). In the immediate, they are asking each order of government if they are prepared to "hit reset" on the project.

[redacted]

Thanks,
Nancy

OPEN LETTER

March 5, 2019

The Rt. Hon. Justin Trudeau
Prime Minister of Canada
House of Commons
Ottawa, Ontario K1A 0A6

The Hon. Doug Ford
Premier of Ontario
Legislative Building
Toronto, ON M7A 1A1

His Worship John Tory
Mayor of Toronto
100 Queen St W,
Toronto, ON M5H 2N2

RE: Waterfront Toronto Reset

Dear Prime Minister, Premier and Mayor,

We are writing to you about the Smart City initiative for the Toronto Eastern Waterfront, the Quayside Sidewalk Toronto project. The Canadian Civil Liberties Association ("**CCLA**") believes that your decisions and activities, through Waterfront Toronto [1] and otherwise, are unconstitutional and contrary to statute, common law and administrative law. We respectfully submit that it's time for a reset of this project. Hit CTRL-ALT-DELETE on Sidewalk Toronto: *before* bidding and procurement, you must first legislate protections for the

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people from the risks of surveillance capitalism on our streets.

CCLA is an independent, non-partisan, national organization that's been promoting and defending Canadians' rights and freedoms since 1964. Small but mighty, we have sought to insert ourselves into every major civil liberties issue facing Canada for the past half century. CCLA, on this issue, through this letter, stands on the shoulders of countless citizens, activists, experts, and journalists in Canada and abroad, on the streets, through public forums, committee meetings, online and on campus.

CCLA submits that Sidewalk Toronto and the Quayside project should be reset, with your 'creation,' [2] Waterfront Toronto, issuing no new Quayside RFP until all three levels of government, after adequate public consultation, have established digital data governance policies for the appropriate collection, ownership, use and residency of personal information and other data obtained from public places in any embedded sensor laden, data harvesting Smart City contemplated for Quayside. This was the path trodden by Smart City Barcelona, which changed course in 2011, rendering it a global leader for citizen-focused Smart Cities.

Not for the first time, private enterprise got ahead of you and strove to exploit an unregulated frontier. Meanwhile, the legal vehicle you created to be the "public advocate and steward," [3] Waterfront Toronto, put the cart before the horse. Powers were given away to a private enterprise that cannot legally be given away. Waterfront Toronto also exceeded its own powers under its governing statute. Waterfront Toronto was supposed to be a real estate revitalization company, not an unelected, unaccountable Data & Privacy Czar, lacking any such authority from Parliament, Queen's Park or City Hall.

The constitutional problem boils down to outsourcing the public interest to a private company without any democratic or legal authority. That in turn risks civil liberties within a free and democratic society. Only elected legislators have the constitutional authority to enact civil liberties protections in law. But you left that task to a subsidiary of Alphabet Inc. Protecting the public interest, forging the rules of the road for data, surveillance and privacy within a Smart City: that's your constitutional job, as leaders of our three levels of government. The constitutional error that arises with outsourcing the public interest is manifold but it's akin to a government retaining Exxon to design a country's energy policy.

What are the *Charter* risks? We believe that the Waterfront Toronto-Sidewalk Labs Framework Agreement and the Plan Development Agreement ("**PDA**") contemplate a non-consensual, state-authorized mass capture of Canadians' personal information. As such, the *Charter* is engaged and breached: namely, Canadians' right to privacy under the *Charter*, section 2 (fundamental freedoms of assembly and association), section 7 (life, liberty and security of the person), and section 8 (unreasonable search or seizure). The PDA also violates privacy statutes applicable to Waterfront Toronto, which is not above the law.

The CCLA is contemplating litigation in this matter because your respective governments behave as if unaware that, constitutionally, the emperor has no clothes. Canada needs you to develop the federal, provincial and municipal policies for a Smart City (whether at Quayside or elsewhere in Canada) ***before*** the procurement process, not after. As such, CCLA argues for a reset of Sidewalk Toronto, rather than a scrapping of a Smart City altogether. A change of course is needed. Ask not what your country can do for technology – ask what technology can do for your country. If you won't reset through government or by elected assembly, civil society may need to through the courts.

With this open letter to you, we are also asking the public to reach out to their democratic representatives, if they agree, to hit the reset button on Smart City Toronto. In the spirit of public debate, we are also encouraging your governments to respond to this letter, and debate these ideas in your legislative assemblies.

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Are you contemplating such a reset? If so, when and how? If not, why not? Thank you for considering the foregoing, and we look forward to your response.

Sincerely,

Michael Bryant
Executive Director & General Counsel
Canadian Civil Liberties Association

Dr. Brenda McPhail
Director of Privacy, Technology & Surveillance
Canadian Civil Liberties Association

From: Kristina Verner [mailto:KVerner@waterfrontoronto.ca]
Sent: March 5, 2019 11:35 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: CCLA

https://ccla.org/open-letter-ccla-calling-reset-waterfront-toronto/

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Cariaga, Flordeliza (INFC)

From:	infc.multifunctionprinter-imprimantemultifonction.infc@canada.ca
Sent:	March 6, 2019 11:25 AM
To:	Tippins, Shawn (INFC)
Subject:	Attached Image
Attachments:	0944_001.pdf

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Pages 650 to 667
are withheld
pursuant to paragraphs
20(1)(b), 20(1)(c) and 20(1)(d)
of the *Access to Information Act*

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Les page 650 à 667
Font l'objet d'une exception totale
conformément aux dispositions des
paragraphes
20(1)(b), 20(1)(c) et 20(1)(d)
de la loi sur l'accès à l'information

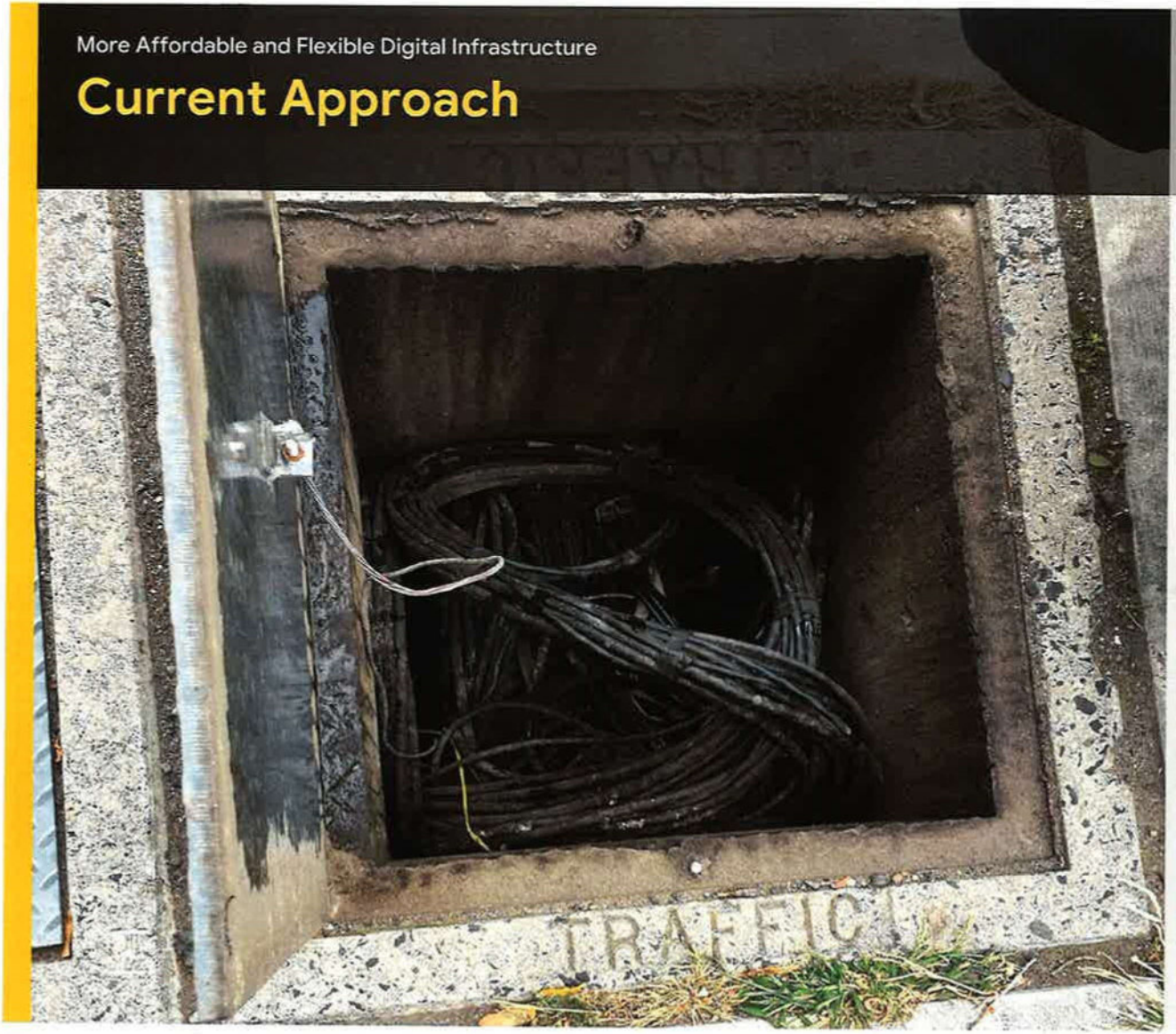
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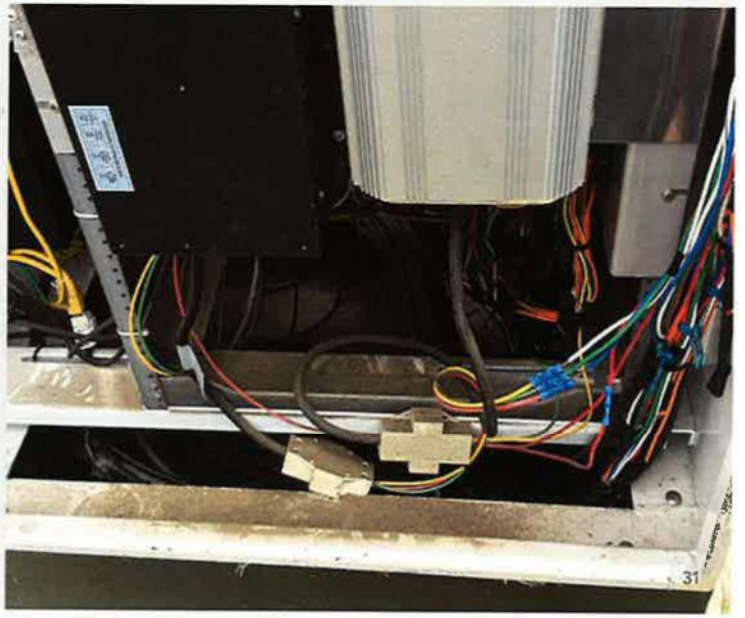
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More Affordable and Flexible Digital Infrastructure

Current Approach







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More Affordable and Flexible Digital Infrastructure

City of the Future?

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More Affordable and Flexible Digital Infrastructure

Koala – General Requirements

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01

Mechanical Security & Ease of Installation / Removal

Infrastructure should be easy to install and maintain: able to be mounted or swapped out within minutes by human operators without large equipment or street closures.

It should also be robust to wind, dust, precipitation, temperature variations and other challenges of the urban environment.

02

Power

Client devices inevitably need power. Some devices, like displays and lighting, may require more than 100 watts of wired power.

Other devices, like air quality sensors, could possibly be powered through solar panels.

03

Connectivity

Most client devices will need to send and receive data. In locations like Quayside with high-quality, reliable wireless connectivity, most devices might not need hard-wired data connections.

If this system used for 5G antennas, a wired connection will be required.



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More Affordable and Flexible Digital Infrastructure

What Else Does Koala Provide?

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01

Security

Physical device authentication and data encryption

02

Civic Data Trust Control

Ability for Civic Data Trust to turn off network or power for devices out of compliance with Civic Data Trust requirements.

03

Ecosystem Development

Standardization and reduction of cost and disruption creates the conditions for a thriving ecosystem of urban technology creators, such as startups, researchers, or established companies.



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More Affordable and Flexible Digital Infrastructure

Using Koala Will Not Be a Requirement

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Devices will not be required to use Koala, but we hope that the **cost reduction and ease of use make them an attractive option**

Koala will be a standard, similar to USB

Device adoption will determine the standard's success



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Overview

Digital Innovation Chapter Outline

SIDEWALK LABS

1. More Affordable and Flexible Digital Infrastructure

2. Data Standards That Are Open and Secure

3. A Trusted Process for Responsible Data Use

4. Launching Core Digital Services That Others Can Build On

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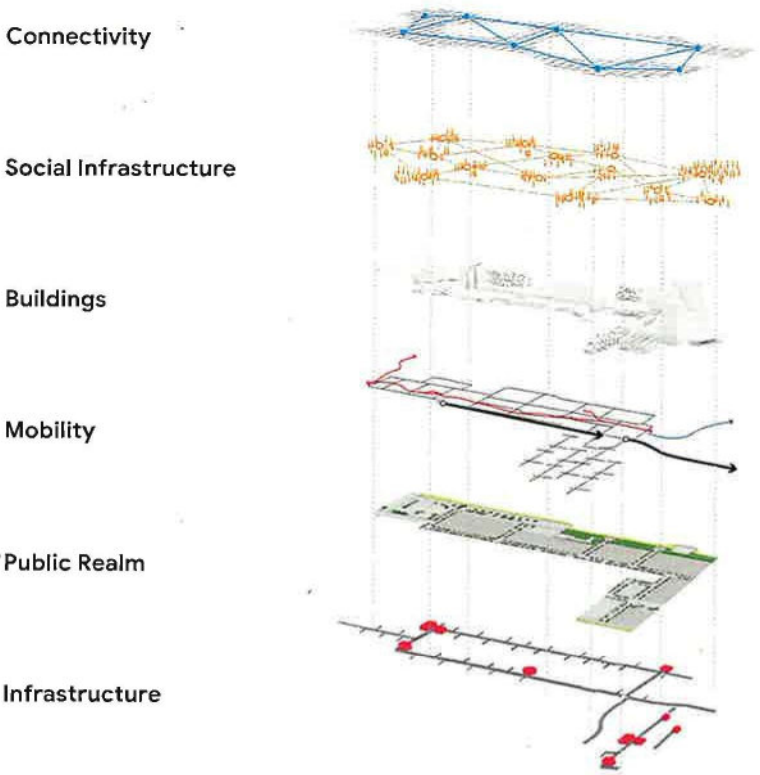
Data Standards That Are Open and Secure

Sidewalk Labs' Vision: Catalyze Digital Innovation

The ability to create the conditions for digital innovation is at the heart of Sidewalk Labs' vision for the city of the future. Digital innovation is the basis for many of the core planning initiatives that Sidewalk Labs will propose throughout the Master Innovation and Development Plan to improve mobility, affordability, sustainability, and economic opportunity. It is also essential for catalyzing an ecosystem of new services and solutions by Canadian companies, local Toronto entrepreneurs, and other third parties from around the world.

How we plan to get there

- Provide Affordable and Flexible Digital Infrastructure
- Set Data Standards That Are Open But Secure
- Create a Trusted Process for Responsible Data Use
- Launch Core Digital Services



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Data Standards That Are Open and Secure

Sidewalk Labs' Vision: Catalyze Digital Innovation

Designing technology to support our quality of life goals has revealed patterns: common pieces of infrastructure and specific services that are required to bootstrap digital innovation in the neighbourhood for Sidewalk Labs and others.

WHAT SIDEWALK LABS WILL BUILD

Taking the same approach to designing solutions for **sustainability**, **flexible public realm**, **community**, **buildings**, **accessibility**, etc. leads us to believe that we should create a new standard for digital infrastructure and services in cities, including:

- Ubiquitous connectivity
- Standardized mounts and power
- A high-resolution 3D map of the neighbourhood
- An open data hub which will provide real-time access to data in standard formats through well-documented interfaces

The fact that Sidewalk Labs is committing to build these components does not preclude others from deploying technology that improves on, competes with, or replaces them.

WHAT OTHERS WILL BUILD

The lion's share of technologies that make Quayside unique will be developed and deployed by an ecosystem of many innovators:

- Just as in the World Wide Web, multiple providers can coexist, and technological solutions can integrate, as long as they agree on standards
- Others should be welcome to provide better, different, cheaper infrastructure and services
- We hope that this will enable a wide range of Canadian startups to innovate more quickly, and use Quayside as a springboard to success
- All systems collecting or using Urban Data —whether created by Sidewalk or third parties—will be subject to Civic Data Trust governance

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Data Standards That Are Open and Secure

Open architecture makes this possible

Sidewalk Labs will not create a centralized, monolithic platform. Rather, we will work with partners to create an open architecture—one that enables and encourages collaboration and experimentation.

In order for anyone to innovate, and have the opportunity to replace components that Sidewalk Labs and others build, there must be no proprietary lock-in. This requires:

- **Well-documented, standardized formats and interfaces**
  - Any party will have the information required to build a replacement component for any urban system, or to create an entirely new application.
- **Easy access to public-domain data**
  - Standards are worthless if it's not possible to get access to data. For example, devising a new optimization algorithm for traffic requires training and test data, so traffic volume data should be made broadly available.
- **Data portability**
  - An existing system will likely have access to historical data provided to it by neighbourhood systems. This data should be able to be exported from the existing system so that new systems are not at a disadvantage for training and bootstrapping.
  - This is similar to email systems that allow the user to export all of their historical email messages so that they can move to a new provider, eliminating lock-in.

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Data Standards That Are Open and Secure

Example of an Open System: The World Wide Web

If urban technology used open standards in the same way that the World Wide Web does, innovation would explode, and the risk of vendor lock-in would be dramatically reduced.

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You can use any browser...

to visit any web page...

served by any web server.

Apache

NGINX

Microsoft IIS

LITESPEED

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Data Standards That Are Open and Secure

Example: World Wide Web Standards

Standards enable innovation and competition.

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Formatting
Hypertext Markup Language (HTML), Cascading Style Sheets (CSS)

Images
Portable Network Graphics (PNG), Joint Photographic Experts Group (JPG)

Interactivity
JavaScript

Communication
HyperText Transfer Protocol (HTTP)

Security
Secure Sockets Layer (SSL)

Anyone can build a web browser as long as it implements standards like HTML, CSS, JavaScript, HTML and SSL. The most popular browsers are free, and their cores are open source.

Likewise, anyone can build a web server as long as they implement HTTP, SSL, etc. The most popular servers are free and open source.

With partners, we hope to significantly advance a competitive, innovative urban technology ecosystem by using, developing, and promulgating standards.



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Published Standards

At the core of Sidewalk Labs' approach to catalyze innovation is the belief in the importance of published standards for digital hardware and software.

Sidewalk Labs has a three-part plan to achieve its goal of an open city

- First, it proposes to provide data in standard formats, and via well-defined, public application programming interfaces (open architecture). Where relevant standards do not exist, it proposes to work with other companies, researchers and standards bodies to create those standards.

- Second, it proposes to make this data publicly accessible by default (open access).

- Third, it proposes that the software source code required for others to integrate with each of these systems be made publicly available under a free software license (open source).



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Responsible Data Use

Alyssa Harvey Dawson,
Sidewalk Labs - GC and Head of Data Governance

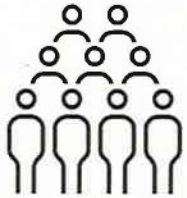
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Sidewalk Labs' Vision: Digital Governance Framework

SIDEWALK LABS

Urban Data Collective and Urban Data



Responsible Data Use Assessment



Responsible Data Use Guidelines



Published Standards



A New Global Model for the Collection and Use of Urban Data

Sidewalk's proposed approach to digital governance in Quayside will demonstrate to Toronto, Canada, and the rest of the world that cities do not need to sacrifice their values of inclusion and privacy for opportunity in the digital age.

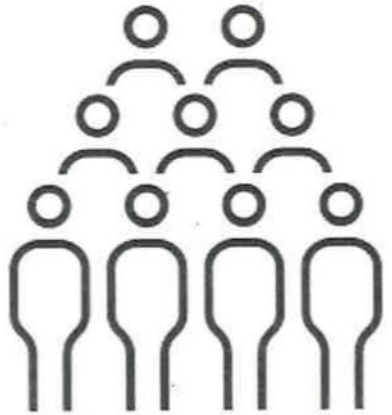
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Urban Data

What we heard

- Protect more data, not just Personal Information.
- Data use also impacts groups of people and communities.



How we responded

Torontonians want more data to be protected, so we are using a different term to apply to data collected in physical or common spaces, which includes "Personal Information" and information that is not connected to a particular individual.

Sidewalk Labs proposes to call this type of data "Urban Data".

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Urban Data

Urban data merits special focus because:

- The lack of transparency about sensors in the public realm causes a feeling of being surveilled and challenges whether consent is meaningful.
- The collection and use of personal and non-personal information impacts groups of people or the community.
- It is collected in a physical space in the city. Geography is one characteristic that, in combination with other considerations, make it stand out as worthy of additional responsible data use guidelines.
- Some types of Urban Data can reasonably be considered a public asset and should be made publicly accessible by default.

"Urban Data" is Personal Information, de-identified data, non-personal data, and aggregated data collected and used in **physical** or **community spaces** in the project area.

"Transactional Data" is a term we use to refer to data that comes from consent-based relationships between organizations and individuals (examples include data from apps, website, credit card transactions). Incorporating additional requirements on this type of data in connection with the project is not as feasible due to its transitory nature.

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Urban Data Collective

What we heard

- In addition to personal and collective privacy, Torontonians are concerned with the ownership and stewardship of urban data.
- Urban Data is often considered a collective or community asset.
- Guidelines should be applied and enforced consistently to gain trust.

How we responded

Sidewalk Labs proposes that an independent entity - the **Urban Data Collective** - manage urban data and make it publicly accessible by default. Because of the novelty and complexity of this, we suggest that the Urban Data Collective be **implemented in two phases** - one focused on getting the body up and running quickly and the other on a more long-term solution.

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Urban Data Collective: Initial Implementation

Sidewalk Labs proposes that the final agreement between Waterfront Toronto and Sidewalk Labs call for **the creation of an independent, non-profit entity, the Urban Data Collective, as the digital governing body** for the Sidewalk Toronto project.

The UDC would enter into Data Sharing/Use Agreements with organizations, with terms governing the collection, storage, security, etc. of Urban Data. A breach of these terms would be actionable in court.

The agreement would:

- Require organizations seeking to collect or use Urban Data in the project area to apply to the UDC for approval;
- Authorize the creation of the Urban Data Collective entity

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Urban Data Board

The Urban Data Board would initially include a data governance/privacy/IP expert, a community representative, a public sector representative, an academic representative and a Canadian business industry representative.

The Board would hire a **Chief Data Officer**, who would be responsible for:

- Developing the Charter for the Urban Data Collective;
- Promulgating "Responsible Data Use Guidelines" that respect existing privacy laws but also apply new standards for collecting and using Urban Data;
- Structuring oversight and review processes;
- Determining how the collective will be staffed, operated, and funded; and
- Coordinating, as necessary, with privacy regulators and other key stakeholders.

The Urban Data Board could fundamentally operate in ways similar to Internal Review Boards or Research Ethics Boards in academic institutions for research or content moderation boards set up in-house at social media companies.

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Urban Data Collective

Funding

Sidewalk Labs proposes that each party that wants to collect and use data in the designated geography pay a **data collection and use administration fee** to cover the costs of the Urban Data Collective. These costs could include salaries for the Chief Data Officer, staff to manage the applications, reviews, audit and enforcement, and other customary expenses for the Urban Data Board.

Longer Term Options

After a period of time, we could envision that the UDC be transformed into a public-sector agency or a quasi-public agency.

Open Questions

- What are the pros and cons of each of these approaches?
- What would be the best way for the UDC to work with privacy regulators?

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Responsible Data Use Guidelines

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What we heard

- Sidewalk Labs should not have an advantage in the development of urban innovations.
- Concerns about data collection and use go beyond privacy laws and must also consider other concerns such as data stewardship, access to data, security, data ethics and responsible AI.



How we responded

The RDU Guidelines go beyond privacy to address key areas of digital governance, ethics, open access to information, as well as the ways in which aggregate or de-identified data can impact individuals and groups of people, including through the use of advanced analytics, such as artificial intelligence.

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Responsible Data Use Guidelines

Beneficial purpose. All projects must apply Canadian values of diversity, inclusion, and privacy as a fundamental human right. To do this, there must be a clear purpose and value to any proposed use of urban data, and a direct tie to the ways in which the project and proposed data collection activity are benefiting individuals or the community.

Publicly accessible by default. Organizations should make the de-identified or non-personal data that they have collected publicly accessible to third parties by default.

Transparency and explainability. Organizations should inform individuals of how and why their information is being collected and used, and do so in a way that is proactive, clear, and easy to understand.

Responsible AI. Organizations should develop algorithms according to principles that include fairness, accountability, inclusiveness, and reduce bias.

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Responsible Data Use Guidelines

Data minimization, security, and de-identification by default. Organizations should collect the minimum amount of data needed to achieve the beneficial purpose and should seek to use up-to-date de-identification techniques to reduce the personal information that they collect and use.

No selling or advertising without explicit consent. While there will not be prohibitions placed on data collectors who would like to sell data containing personal information or use such data for advertising, a higher level of scrutiny should be placed on projects that want to use personal information for these purposes. Sidewalk Labs has already committed publicly that it will not sell personal information to third parties, or use it for advertising purposes. It also commits to not share personal information with third parties, including other Alphabet companies, without explicit consent.

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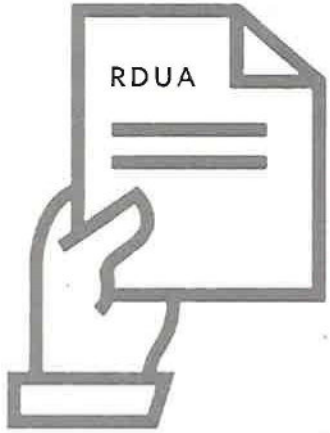
Responsible Data Use Assessment

The RDUA is a tool used to incorporate Privacy by Design, and examine other issues around data use, stewardship, security, and access.

Sidewalk Labs proposes that the RDUA be submitted to the Urban Data Collective for any product, pilot, or project that wants to collect or use Urban Data.

The UDC would use the RDUA to assess how the proposal conforms to the RDU Guidelines, including applicable privacy laws.

Sidewalk Labs has been developing this assessment tool internally with input from advisors and experts and has been using it to assess its pilot projects.



The RDUA is comprised of four sections:

1. Purpose
2. Data Sources and technology
3. Legal compliance
4. Risk-Benefit analysis

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Responsible Data Use Assessment: 1. Purpose

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Purpose. The first section of the RDUA asks for a description of the purpose of the project, service, or product, including its objectives and goals, as well as the urban challenges it hopes to address. Some examples of questions that might be asked in this part of the RDUA include:

- What is the objective for this project? Clearly state the problem that is being solved.
- Clearly state the measurable goal or outcome of the project.
- How likely is the proposed technology and collection/use of data to solve the problem as described?
- What are the alternatives to the technology or method of collection? Why are they not sufficient?

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Responsible Data Use Assessment: 2. Data sources and technology

Data sources and technology. The second section of the RDUA requires a description of the technology or data-collection methods, the data sources or types, and the parties who have access to the data. Some of the questions asked in this section include:

- What are all the sources of the data, internal and external?
- Does the data activity involve personal information?
- Does this project involve the collection or use of data about people?
- Is the data observed (created as the result of individuals or activities being observed and recorded)?
- Is the data stored in Canada? If not, is there a reason beyond business case/financial considerations that the data would not be stored in Canada?
- Who are all the possible stakeholders and parties involved or related to the data activity? What are their interests and potential concerns?
- Is the data, or a subset of data, going to be used for advertising purposes?
- Is the data going to be sold to third parties?

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Responsible Data Use Assessment: 3. Legal compliance

Legal compliance. The third section of the RDUA captures conformance to applicable privacy laws. Examples of questions asked in this section include:

- Describe how the data activity complies with applicable Canadian privacy laws.
- If the data activity involves personal information, there must be explicit, express consent for collections, uses, or disclosures that: (i) involve sensitive information; (ii) are outside the reasonable expectations of the individual; and/or (iii) create a meaningful residual risk of significant harm. Please explain how you have achieved this requirement.
- Does the data activity include mechanisms that explain how data is used, how benefits and risks to individuals are associated with the processing, and how individuals may participate and object where appropriate?
- Describe the notice, consent and control provided to the user.
- If the data activity includes personal information, how has it been de-identified? If it has not been de-identified, what is the beneficial purpose for keeping the data identifiable?
- Is there a less privacy invasive data intensive way to achieve the goals of the data activity (including potential insights)?

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Responsible Data Use Assessment: 4. Sections

Risk-Benefit analysis. The fourth section of the RDUA asks the proposing entity to detail and rate the risks and benefits associated with the project and data collection activity, and how any risks have been mitigated. Example questions might include:

- Could the anticipated use of technology harm or benefit certain individuals, groups of people, or communities in unintended or unexpected ways?
- What are the benefits to the individual or groups of individuals? What are the impacts to the community of this data collection activity?
- Could the anticipated use of the data create a risk of harm to the individual or group of individuals?
- How does the data activity treat groups equally and fairly?
- Are there differences between areas and communities that need to be taken into account when interpreting the data? If so, how are those taken into account?
- Are you using analytical driven models, insights or algorithmic decision making, that could impact individuals?
- Is there a reasonable risk of harm to individuals or groups by releasing the data or the source code?
- How significant is the risk? How likely is the risk to be realized?

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Active Energy Management Use Example (Building Efficiency)

A private office building owner and operator wants to reduce energy consumption and emissions in one of its office buildings (Quayside 1) to test the feasibility of the initiative before bringing the same process to all of its buildings in Quayside.

The building owner will use the following methods of collection to collect and use the following data:

- Infrared motion sensors: occupancy data (aggregate data)
- Weather data from a third party and temperature data from the connected thermostats in the building (non-personal data)

The next slide is a brief illustration of how this proposed data activity could be reviewed, and depending on a balance of factors, including adherence to the RDU Guidelines, approved by the Urban Data Collective.

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Active Energy Management Use Example (Building Efficiency)

Step 1: Classify the Data

The building is located in Quayside and the information being collected in a space that could be considered a public environment or public asset. The data activity involves data about people. This data activity involves Urban Data.

Step 2: Submit a RDUA

The building owner must complete a RDUA and an application detailing where the sensors would be placed. The RDUA would include a description of the project, a description of the data sources and types, how the data activity conforms to applicable privacy laws, and a full analysis of the data activity's impacts, risks, and benefits.

Step 3: The Decision

The UDC's Chief Data Officer would review the RDUA and application and, using the RDU Guidelines and guidance from the board, make a decision on whether to approve the data activity with reasons why or why not.

Step 4: Post-Approval Conditions

To ensure transparency, if the data activity has been approved, a summary RDUA is published, the sensors are registered and placed on a digital publicly accessible map, and non-personal information is made publicly accessible.

Draft for discussion purposes only

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Overview

Digital Innovation Chapter Outline

1. More Affordable and Flexible Digital Infrastructure

2. Data Standards That Are Open and Secure

3. A Trusted Process for Responsible Data Use

4. Launching Core Digital Services That Others Can Build On

Draft for discussion purposes only

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Révisé en vertu de la Loi sur l'accès à l'information

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 6, 2019 11:34 AM
To: Mitchell2, Lisa (INFC)
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC; Tippins, Shawn (INFC)
Subject: RE: Notes for Bilat

ADDENDUM to CCLA:

In e-mailed statements, the municipal and federal governments and Waterfront Toronto all stressed that the process remains at an early stage, and that proper approvals would have to be granted for Sidewalk Labs to pursue its goals.

"We take seriously concerns surrounding data and privacy and continue to follow this closely and work with Waterfront Toronto and the other orders of government to ensure this process takes place in an ethical and accountable fashion," read an email from the press secretary for the federal Minister of Infrastructure and Communities.

From: Faraday-Smith, Nancy (INFC)
Sent: March 6, 2019 10:39 AM
To: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Cc: INFC.O IPI.admo-BSMA.IPI O.INFC <infc.ipi.admo-bsma.ipi.infc@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: Notes for Bilat

Lisa –

For your bilat with the DM here are some notes below.

On the question of the Canadian Civil Liberties Association letter (included in email attached), Waterfront has released a response as follows:

> *Sidewalk Labs only has permission to develop a proposal for Quayside that will be subject to a thorough, transparent, and extensive evaluation process. This process will include all three levels of government, external subject matter experts, and extensive consultations with the general public. Should it be approved, no part of the proposal can be implemented without meeting federal and provincial regulations, as well as receiving municipal planning and zoning approvals.*

[redacted]

---

1. **IGSC agenda**
   - See attached and link below

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- You will want to seek her endorsement of the Agenda so we can quickly circulate to government partners and Waterfront
- You could remind her that this is the last IGSC meeting she'll be chairing and that we've been working to make sure Ontario is ready to take over the role at the next meeting (date TBD)
- We are working towards a March 15th deadline to get briefing package to DMO

[redacted]

2. This week's meetings in Toronto

- **Civic Lab on Monday on Civic Digital Trusts**
  - Hosted by MaRS Innovation and Waterfront; led by 3rd party moderator
  - About 60-70 participants. Broad representation from public, academia, provincial and city governments and some DSAP members; ISED also sent a rep
  - Range of presentations by academics, lawyers, City, Waterfront and MaRS
  - Purpose is to feed into research MaRS is pulling together on the use and structure(s) of Civic Digital Trusts
  - MaRS will prepare a report based on discussion

[redacted]

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[redacted]

Hope this is helpful. Let me know if more is needed.
Nancy

Draft Agenda March 22 IGSC.docx:
https://gcdocs.gc.ca/infc/llisapi.dll/app/nodes/1487633
iOS Mobile: x-otm-as-cs16://?launchUrl=nodes/1487633

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ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Tippins, Shawn (INFC)
Sent: March 6, 2019 4:05 PM
To: Faraday-Smith, Nancy (INFC)
Subject: Draft email to IGSC counterparts.

For your review. [redacted]

[redacted]

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 6, 2019 8:27 PM
To: Meg Davis
Cc: Kristina Verner; Edward Chalupka; David Stonehouse; Kevin Greene
Subject: Re: MIDP timelines

That's perfect - thanks for the quick reply.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Meg Davis
Sent: Wednesday, March 6, 2019 8:23 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Kristina Verner; Edward Chalupka; David Stonehouse; Kevin Greene
Subject: RE: MIDP timelines

Hi Nancy. We're putting the email together to send out to you all – should be tomorrow. I saw a draft today so just finishing it up. Hope that's ok. Thanks

meg davis | chief development officer | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [redacted]
mdavis@waterfrontoronto.ca | www.waterfrontoronto.ca

WATERFRONToronto

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Wednesday, March 6, 2019 7:15 PM
To: Meg Davis <MDavis@waterfrontoronto.ca>
Cc: Kristina Verner <KVerner@waterfrontoronto.ca>; Edward Chalupka <[redacted]@waterfrontoronto.ca>; David Stonehouse <David.Stonehouse@toronto.ca>
Subject: MIDP timelines

Hi Meg,

[redacted]

Thanks,
Nancy

Sent from my BlackBerry 10 smartphone on the Rogers network.

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 7, 2019 1:26 PM
To: Tippins, Shawn (INFC)
Subject: FW: quick huddle

FYI

From: Mitchell2, Lisa (INFC)
Sent: March 7, 2019 12:58 PM
To: Redish, Adam (MOI) <Adam.Redish@ontario.ca>
Cc: Marrin, Kyla (MOI) <Kyla.Marrin@ontario.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: quick huddle

Adam,

I am looping in Nancy, but yes, can be available tomorrow to chat.

-Lisa

Lisa Mitchell

Senior Director, Investment, Partnerships and Innovation
Infrastructure Canada / Government of Canada
lisa.mitchell2@canada.ca / Tel: 613-948-6111

Directrice principale, Investissement, parteneriats et innovation
Infrastructure Canada / Gouvernement du Canada
lisa.mitchell2@canada.ca / Tél. : 613-948-6111

From: Redish, Adam (MOI) [mailto:Adam.Redish@ontario.ca]
Sent: March 7, 2019 11:34 AM
To: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>
Cc: Marrin, Kyla (MOI) <Kyla.Marrin@ontario.ca>
Subject: FW: quick huddle

Good morning Lisa – Adam Redish here, ADM at MOI in Ontario – I work with Glenn and the city of Waterfront Toronto related issues.

Per the email below, I was proposing Glenn and I and our city counterpart huddle tomorrow on a few WT issues [redacted] would you be able to do a teleconference – in the alternate, we can reach out to Nancy Faraday-Smith who I think is Glenn's point person on all thing WT.

Thx
ar

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ATIA - 13(1)(c)
ATIA - 19(1)
ATIA - 21(1)(b)

From: David Stonehouse <David.Stonehouse@toronto.ca>
Sent: March 7, 2019 11:27 AM
To: Redish, Adam (MOI) <Adam.Redish@ontario.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Marrin, Kyla (MOI) <Kyla.Marrin@ontario.ca>; Olowude, Ibukun (MOI) <Ibukun.Olowude@ontario.ca>
Subject: Re: quick huddle

I can make tomorrow work any time. I can also make next week work if necessary. David

Sent from my iPhone

On Mar 7, 2019, at 11:23 AM, Redish, Adam (MOI) <Adam.Redish@ontario.ca> wrote:



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ATIA - 16(2)

ATIA - 19(1)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 11, 2019 12:51 PM
To: 'Edward Chalupka'
Subject: RE: We still on for our call at 1 PM?

Super – [redacted]

From: Edward Chalupka [mailto:[redacted]@waterfrontoronto.ca]
Sent: March 11, 2019 12:50 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: We still on for our call at 1 PM?

Happy to have a quick call -should I call now?

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, March 11, 2019 12:41 PM
To: Edward Chalupka <[redacted]@waterfrontoronto.ca>
Subject: RE: We still on for our call at 1 PM?

Do you want to have a quick 10 min call now? I don't need to wait until 1pm. No need either for Meg to join unless she wants to.

From: Edward Chalupka [mailto:[redacted]@waterfrontoronto.ca]
Sent: March 11, 2019 12:39 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: RE: We still on for our call at 1 PM?

Nothing from my end really – save an except for an answer to the email from last week regarding MIDP timeline/blackout but that doesn't warrant a call in my mind?

Ed

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, March 11, 2019 12:31 PM
To: Edward Chalupka <[redacted]@waterfrontoronto.ca>
Subject: RE: We still on for our call at 1 PM?

Shawn and I were just talking about that. Is there anything in particular you folks want to cover?

From: Edward Chalupka [mailto:[redacted]@waterfrontoronto.ca]
Sent: March 11, 2019 11:53 AM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Subject: We still on for our call at 1 PM?

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ATIA - 19(1)

Do we need a call?

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca



WATERFRONToronto

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 11, 2019 7:14 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Mitchell2, Lisa (INFC); Boudreau, Marcia (INFC)
Subject: Fw: Summary of ADM call re: MIDP timelines

As previewed, the update I shared with DMO earlier today.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, March 11, 2019 3:35 PM
To: Eyre, Jennifer (INFC)
Cc: Mitchell2, Lisa (INFC)
Subject: Summary of ADM call re: MIDP timelines

Hi Jennifer,

As discussed, Lisa and I had a call last Friday with the ADM counterparts in the Ontario Ministry of Infrastructure (MOI) and the City of Toronto. This was in response to an email WT had sent late last Thursday (see further below).

[redacted]

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[redacted]

Happy to answer any questions. Note that we're still waiting to hear back from WT on the DM's proposal to have dinner with WT Board members the evening prior to the IGSC (i.e., March 21st).
Nancy

From: Edward Chalupka [mailto[redacted]@waterfrontoronto.ca]
Sent: March 7, 2019 5:29 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; adam.redish@ontario.ca; Fausto Iannialice (fausto.iannialice@ontario.ca) <fausto.iannialice@ontario.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Michael Noble [redacted]@toronto.ca>
Cc: Kevin Greene [redacted]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Leslie Gash <LGash@waterfrontoronto.ca>
Subject: ADM Quayside Working Group Follow Up

Hello All –

As a follow-up from our ADM Quayside Working Group meeting Tuesday [redacted] please find a summary of yesterday's conversation and proposed next steps.

BACKGROUND:

Waterfront Toronto's IREQ committee and WT's management team has asked the ADM-QWG to consider two asks:

[redacted]

COMMITTEE FEEDBACK

[redacted]

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[redacted]

Please note dates in the timeline are approximate – discussions with SWL will be necessary to confirm

ASK

Could committee members please review the attached schedule and provide feedback and some input on whether they could support this approach to the MIDP schedule. If possible, WT would like to get a response from governments by end of week (Friday).

Many Thanks

Ed

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ATIA - 16(2)
ATIA - 19(1)
ATIA - 21(1)(b)

Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 11, 2019 7:19 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Mitchell2, Lisa (INFC); Boudreau, Marcia (INFC)
Subject: Re: ADM Quayside Working Group Follow Up

DM has asked for an info note to MIN (wasn't formally tasked but came up in her bilat with Lisa) so we're prepping a short BN that will draw from this aligned text.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Campbell, Glenn (INFC)
Sent: Monday, March 11, 2019 7:14 PM
To: Faraday-Smith, Nancy (INFC)
Cc: Tippins, Shawn (INFC); Mitchell2, Lisa (INFC); Boudreau, Marcia (INFC)
Subject: Re: ADM Quayside Working Group Follow Up

[redacted]

Glenn Campbell
[redacted]
613 941 0722 (w)

From: Faraday-Smith, Nancy (INFC)
Sent: Tuesday, March 12, 2019 10:12 AM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Mitchell2, Lisa (INFC); Boudreau, Marcia (INFC)
Subject: Re: ADM Quayside Working Group Follow Up

Meant to loop in Marcia.

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Faraday-Smith, Nancy (INFC)
Sent: Monday, March 11, 2019 7:11 PM
To: Campbell, Glenn (INFC)
Cc: Tippins, Shawn (INFC); Mitchell2, Lisa (INFC)
Subject: Fw: ADM Quayside Working Group Follow Up

[redacted]

I'll forward next what I sent to DMO.

Sent from my BlackBerry 10 smartphone on the Rogers network.

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ATIA - 13(1)(c)
ATIA - 21(1)(b)
ATIA - 21(1)(a)

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: Monday, March 11, 2019 4:49 PM
To: Mitchell2, Lisa (INFC)
Cc: Tippins, Shawn (INFC)
Subject: FW: ADM Quayside Working Group Follow Up

Hi Lisa,

[redacted]

From: Redish, Adam (MOI) [mailto:Adam.Redish@ontario.ca]
Sent: March 11, 2019 3:53 PM
To: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: David Stonehouse <David.Stonehouse@toronto.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: ADM Quayside Working Group Follow Up

Hey Nancy, [redacted]

ar

From: Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Sent: March 11, 2019 12:30 PM
To: Redish, Adam (MOI) <Adam.Redish@ontario.ca>
Cc: David Stonehouse <David.Stonehouse@toronto.ca>; Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: FW: ADM Quayside Working Group Follow Up

Hi Adam,

[redacted]

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Best,
Nancy

From: David Stonehouse [mailto:David.Stonehouse@toronto.ca]
Sent: March 8, 2019 6:09 PM
To: 'Redish, Adam (MOI)' <Adam.Redish@ontario.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: ADM Quayside Working Group Follow Up

Please see below in red.

It would be great if one of you could finalize the response on Monday, perhaps with fresh eyes and a bit more time to reflect.

Thanks, David

David Stonehouse
City of Toronto
Waterfront Secretariat
City Planning Division
416-392-8113
481 University Avenue, 6th Floor

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From: Redish, Adam (MOI) [mailto:Adam.Redish@ontario.ca]
Sent: March 8, 2019 5:45 PM
To: David Stonehouse <David.Stonehouse@toronto.ca>; 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: ADM Quayside Working Group Follow Up

Thx David –

[redacted]

ar

From: David Stonehouse <David.Stonehouse@toronto.ca>
Sent: March 8, 2019 5:22 PM
To: 'Faraday-Smith, Nancy (INFC)' <nancy.faraday-smith@canada.ca>; Redish, Adam (MOI) <Adam.Redish@ontario.ca>

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Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: ADM Quayside Working Group Follow Up

Please see below in red. Thanks, David

David Stonehouse
City of Toronto
Waterfront Secretariat
City Planning Division
416-392-8113
481 University Avenue, 6th Floor

From: Faraday-Smith, Nancy (INFC) [mailto:nancy.faraday-smith@canada.ca]
Sent: March 8, 2019 4:38 PM
To: David Stonehouse <David.Stonehouse@toronto.ca>; 'Redish, Adam (MOI)' <Adam.Redish@ontario.ca>
Cc: Mitchell2, Lisa (INFC) <lisa.mitchell2@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>
Subject: RE: ADM Quayside Working Group Follow Up

Thanks David.

[redacted]

Nancy

From: David Stonehouse [mailto:David.Stonehouse@toronto.ca]
Sent: March 8, 2019 2:40 PM
To: 'Redish, Adam (MOI)' <Adam.Redish@ontario.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>
Cc: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>
Subject: FW: ADM Quayside Working Group Follow Up

All:

This is my attempt at a narrative for a joint response, based on our earlier discussion:

[redacted]

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[redacted]

David

David Stonehouse
City of Toronto
Waterfront Secretariat
City Planning Division
416-392-8113
481 University Avenue, 6th Floor

From: Edward Chalupka [mailto:[redacted]@waterfrontoronto.ca]
Sent: March 7, 2019 5:29 PM
To: Campbell, Glenn (INFC) <glenn.campbell@canada.ca>; Faraday-Smith, Nancy (INFC) <nancy.faraday-smith@canada.ca>; Tippins, Shawn (INFC) <shawn.tippins@canada.ca>; adam.redish@ontario.ca; Fausto Iannialice (fausto.iannialice@ontario.ca) <fausto.iannialice@ontario.ca>; Wendy Ren (wendy.ren@ontario.ca) <wendy.ren@ontario.ca>; David Stonehouse <David.Stonehouse@toronto.ca>; Michael Noble [redacted]@toronto.ca>
Cc: Kevin Greene [redacted]@waterfrontoronto.ca>; Meg Davis <MDavis@waterfrontoronto.ca>; Kristina Verner <KVerner@waterfrontoronto.ca>; Leslie Gash <LGash@waterfrontoronto.ca>
Subject: ADM Quayside Working Group Follow Up

Hello All –

As a follow-up from our ADM Quayside Working Group meeting Tuesday [redacted] please find a summary of yesterday's conversation and proposed next steps.

BACKGROUND:

Waterfront Toronto's IREQ committee and WT's management team has asked the ADM-QWG to consider two asks:

[redacted]

COMMITTEE FEEDBACK

[redacted]

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ATIA - 19(1)
ATIA - 21(1)(b)

[redacted]

Please note dates in the timeline are approximate – discussions with SWL will be necessary to confirm

ASK

[redacted]

Many Thanks

Ed

edward chalupka | director, government relations | **Waterfront Toronto** | 1310-20 bay street | toronto ON M5J 2N8 | [redacted]@waterfrontoronto.ca | www.waterfrontoronto.ca

WATERFRONToronto

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 12, 2019 4:13 PM
To: Mitchell2, Lisa (INFC)
Cc: Campbell, Glenn (INFC); Tippins, Shawn (INFC); Boudreau, Marcia (INFC); INFC.O IPI.admo-BSMA.IPI O.INFC
Subject: BN MIN Quayside MIDP Timelines
Attachments: BN MIN Quayside MIDP Timelines.doc

Lisa,

For your initial review and in advance of your bilat with the Deputy tomorrow, attached is a draft BN to the Minister [redacted] NB: this is branch generated based on an informal request from the DM and we've not yet been formally tasked.

At your bilat, you may wish to refer to the note in your update to her on this issue and seek a signal check on the approach we've outlined therein.

ADMO: hard copy coming to a printer near you ☺

Nancy

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ATIA - 21(1)(a)
ATIA - 21(1)(b)

Infrastructure Canada

PROTECTED B

BRIEFING NOTE TO THE MINISTER

UPDATE ON TIMELINES FOR QUAYSIDE MASTER INNOVATION AND DEVELOPMENT PLAN

(For Information)

PURPOSE

- To provide an update on revised timelines for completion of a draft Quayside Master Innovation and Development Plan.

HIGHLIGHTS/KEY CONSIDERATIONS

- Waterfront Toronto (Waterfront) and Sidewalk Labs (Sidewalk) are working in partnership to develop a proposed Master Innovation and Development Plan for the Quayside project.

- At a public roundtable late last year, Waterfront presented a timeline showing that the draft Plan would be published towards the end of March 2019. This would be followed by a months' long period of public engagement that would help inform Waterfront's evaluation of the Plan prior to a final version going to their Board for endorsement.

- Waterfront recently signalled to government partners that public release of the Plan may be pushed to late spring as Sidewalk continues to work on iterative drafts based on input and guidance from Waterfront, the public and external experts.

- Under original timelines, consideration had been given to allowing governments several weeks to review the draft Plan before it went public. [redacted]

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[redacted]

KEY BACKGROUND

- In 2017 Waterfront ran an RFP process seeking an Innovation and Funding Partner to help create a plan for a neighbourhood of the future. This led to the eventual selection of Sidewalk Labs to lead the creation of a Master Innovation and Development Plan for the Quayside site.

- The draft Plan will likely comprise three volumes centered around:
    - Infrastructure and real-estate development plans at different scales;
    - Various innovative solutions for deployment in the project; and,
    - Roles and responsibilities, business terms, and financial/commercial considerations, and roles and responsibilities.

- Governments have encouraged Waterfront and Sidewalk to be highly attentive to public consultation, transparency and outreach during the planning phase and to establish appropriate bodies to provide guidance, such as the arms-length Digital Strategy Advisory Panel that is currently in place.

- Waterfront is looking at ways to evaluate the Plan once it is made available, including with respect to, e.g., procurement, funding & financing, data governance, required government approvals, and alignment with Waterfront Toronto's main objectives for Quayside.

- As the Quayside proposal is just a plan, any individual components ultimately approved for implementation will be subject to multiple City planning approvals in particular, as well as provincial/federal regulations as appropriate.

NEXT STEPS

- We will work in collaboration with Ontario, the City of Toronto and Waterfront to identify a suitable timeline for governments to review the draft Master Innovation and Development Plan while balancing shared objectives around public transparency.

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Kelly Gillis Deputy Minister Infrastructure and Communities	Date

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Cariaga, Flordeliza (INFC)

From: Faraday-Smith, Nancy (INFC)
Sent: March 12, 2019 9:50 AM
To: Campbell, Glenn (INFC)
Cc: Mitchell2, Lisa (INFC); Tippins, Shawn (INFC)
Subject: RE: WF debriefs

Glenn,

Per your request last eve, here is a debrief I prepared for Lisa last week in advance of her bilat with the DM. Provides a brief summary of the key meetings Shawn and I attended in T.O. (nb. we also met with officers at the ISED regional office and provided an overview of WT/Quayside):

1. **This week's meetings in Toronto**
   - **Civic Lab on Monday on Civic Digital Trusts**
     - Hosted by MaRS Innovation and Waterfront; led by 3rd party moderator
     - About 60-70 participants. Broad representation from public, academia, provincial and city governments and some DSAP members; ISED also sent a rep
     - Range of presentations by academics, lawyers, City, Waterfront and MaRS
     - Purpose is to feed into research MaRS is pulling together on the use and structure(s) of Civic Digital Trusts
     - MaRS will prepare a report based on discussion

[redacted]

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[redacted]

From: Campbell, Glenn (INFC)
Sent: March 11, 2019 7:00 PM
To: Faraday-Smith, Nancy (INFC) ; Tippins, Shawn (INFC)
Subject: WF debriefs

Hi

Please send me debriefs of WF related events and activities.

I don't see any from last week, civic labs, media developments, calls, etc.

Please write notes to me or to file and ensure I am copied, and please keep DM apprised, and copy me.

I can read in sequence and batch later

Thanks

Glenn Campbell
[redacted]
613 941 0722 (w)

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